



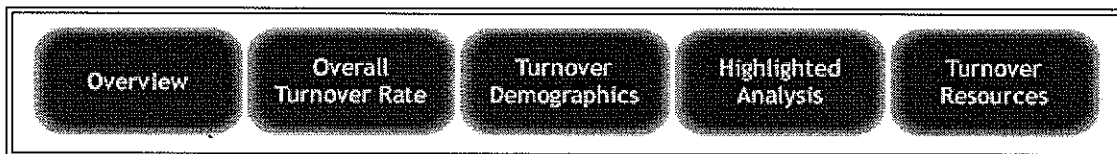
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SAO Report No. 06-706
December 2005

FY2005 EMPLOYEE TURNOVER STATISTICS

The data in this section are obtained from several systems -- the Comptroller of Public Accounts' Human Resources Information System, the Uniform Statewide Payroll/Personnel System, and the Standardized Payroll/Personnel Reporting System. These data are self-reported by each agency and have not been audited or verified by the State Auditor's Office.



The following employees of the State Auditor's staff prepared this analysis:

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FY2005 EMPLOYEE TURNOVER STATISTICS

Overview

The statewide turnover rate for full-time, classified employees in fiscal year 2005 was 16.6 percent, based on a total of 23,631 voluntary and involuntary separations. This is a 1.8 percentage point increase from fiscal year 2004. However, excluding involuntary terminations and retirements decreases the state turnover rate to 10.4 percent. This calculation is often considered to be more of a "true" turnover rate because it reflects "preventable" turnover.

Key Points

The increase in turnover in fiscal year 2005 may be a result of declining unemployment rates in Texas.

Over the past five years, there appears to have been an inverse relationship between the unemployment rate and the turnover rate. When the unemployment rate increased, the turnover rate decreased; when the unemployment rate decreased, the turnover rate increased. According to a publication by the Texas Comptroller of Public Accounts, the statewide unemployment rate is expected to remain relatively unchanged at approximately 5.5 percent through fiscal year 2007, which may continue to affect the turnover rate. However, the turnover rate may be offset by a growing applicant pool. *The Perryman Report*, which provides short-term and long-term economic forecasts, projects that "the large and growing pool of potential employees will serve as a competitive advantage for the state over the long term."

According to the exit survey results, the two top reasons employees gave for leaving were "better pay/benefits" and "retirement."

The Texas Department of Criminal Justice and the Health and Human Services Commission had the largest number of retirements in fiscal year 2005. These two agencies' retirements represented 35 percent of total retirements.

The State has seen an increase in the number of retirements over the last three years due to a legislative incentive passed during the 78th Legislative Session. This incentive offered employees a one-time payment if they retired when first eligible from August 31, 2003, through August 31, 2005. This incentive is not applicable to retirements occurring after August 31, 2005.

Employees under 30 years of age and those with fewer than two years of tenure leave state employment at a higher rate.

The majority of turnover was associated with employees under 30 years of age and with those who have fewer than two years of tenure with their agencies. The lowest turnover is found in the 40 to 49 age group and with employees who have between 10 and 19 years of agency service.

The three occupational categories with the highest turnover rates were social services, medical and health, and criminal justice.

Together, turnover within these three occupational categories represents 62.7 percent of state turnover. The Texas Workforce Commission forecasts that registered nurses, food service workers, personal care aides, and teacher assistants (positions that are similar to mental health and mental retardation services aides/assistants) are among the 25 jobs that will have the highest average number of job openings between 2002 and 2012. These jobs are in the social services and medical and health occupational categories. Therefore, the state may continue to experience high turnover within those areas.

Several occupational categories had overall turnover rates that were lower than the statewide average. These categories included accounting, auditing, and finance; engineering; legal; and information technology. Within these categories, professional-level jobs that had lower turnover rates than the statewide average were accountants, auditors, engineers, attorneys, general counsels, judges, and selected information technology jobs.

Employee turnover can be both negative and positive.

The cost of losing key employees is difficult to estimate. Included in the quantifiable costs of turnover are costs associated with training and orientation, recruitment and selection, leave payout, and lower productivity during the time the position is vacant and during the time the new employee is learning the job. A conservative estimate for the cost of the State's fiscal year 2005 voluntary turnover, including retirements, is approximately \$308 million (\$244 million excluding retirements); however, this number can vary depending on many factors. These factors include the type of position being vacated, the salary of the new employee, whether a more experienced employee is hired, whether the leaving employee is an average-performing employee or a good performer, the available internal applicants, and whether the position is filled or remains vacant.

It is important to note that not all employee turnover is negative. Some turnover will always occur and is normal for any business. Turnover can create positive outcomes for employers because they can replace low-performing employees with high-performing employees. There is often a financial benefit gained as a result of the difference in salary paid to an experienced employee who retires versus the salary paid to the new employee who takes the position. However, when employers start losing their high-performing, highly skilled, and experienced employees, turnover may begin to negatively affect an organization's business operations.

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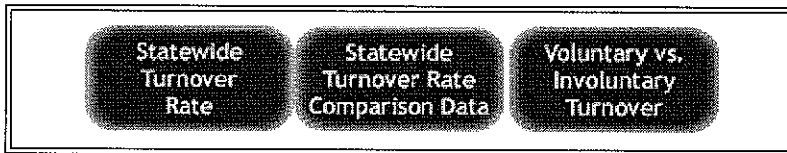
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FY2005 Employee Turnover Statistics

OVERALL TURNOVER RATE

The following pages provide comparison data on statewide turnover such as state trend information and turnover rates of bordering states and local governments. Also provided is an analysis of the reasons given by employees for terminating agency employment.



For a description of the methodology used in figuring the turnover rate and related cost, please go to our [Methodology](#) page.

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Employee Turnover Statistics

METHODOLOGY

State turnover rate considers the percentage of full-time classified state employees, excluding employees at institutions of higher education, who voluntarily and involuntarily separate from the State, unless otherwise noted.

Interagency transfers are excluded from the calculation of the State's overall turnover rate because employees who transfer to other state agencies and institutions of higher education are not considered a loss to the State as a whole.

This analysis was prepared from quarterly and year-end summary information received from the Comptroller of Public Accounts' Human Resource Information System (HRIS), the Uniform Statewide Payroll/Personnel System (USPS), and the Standardized Payroll/Personnel Reporting System (SPRS).

The following formula is used to determine the State's turnover rate:

$$\frac{\text{Number of separations during the fiscal year}}{\text{Average number of classified employees during the fiscal year}^*} \times 100$$

*Note: The average number of employees was computed by adding together the number of classified employees for each quarter of fiscal year 2005 and then dividing by the total number of quarters.

The State Classification Office, of the State Auditor's Office, has adopted the methodology used by Compensation Resources, Inc., which characterizes turnover costs as one-half to one times the employee's salary. For the purpose of calculating the cost of statewide turnover for fiscal year 2005, the more conservative estimate of one-half times was used. The cost of \$308 million is based on the number of full-time classified terminations (excludes interagency transfers and involuntary terminations) times the average annual salary for full-time classified employees.

The Employee Exit Survey is a online system available to provide employees who separate voluntarily an opportunity to provide feedback about reasons for leaving state employment. In fiscal year 2005, a total of 4,053 employees completed the survey. This number includes all employee types (i.e., classified full-time, classified part-time, non-classified full-time, and part-time).

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Overall Turnover Rate

STATEWIDE TURNOVER RATE

Overview

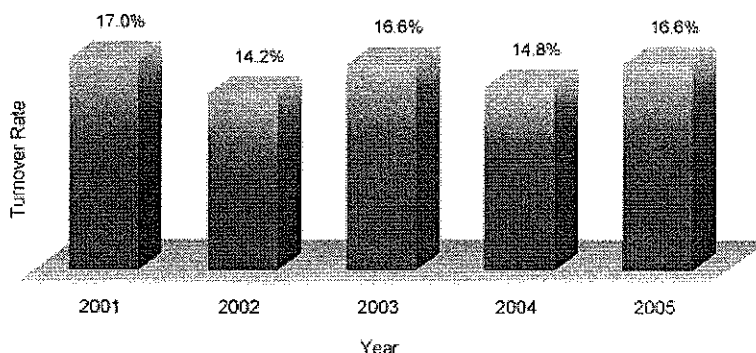
The statewide turnover rate for full-time classified employees in fiscal year 2005 was 16.6 percent, based on a total of 23,631 voluntary and involuntary separations. This is a 1.8 percentage point increase from fiscal year 2004.

Exit Survey Results

Top two reasons employees left in fiscal year 2005:

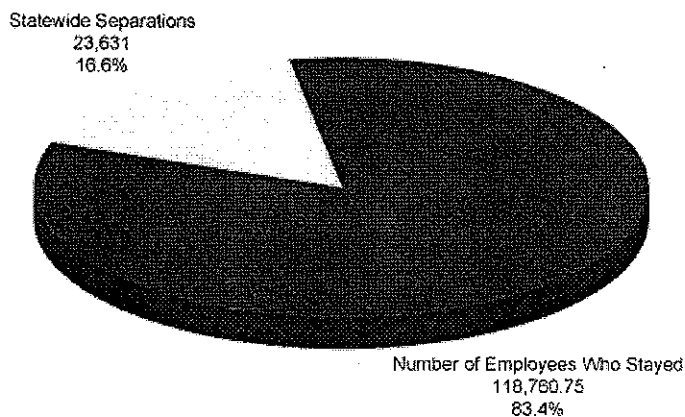
- Better pay/benefits
- Retirement

Five-Year Turnover Trend



Source: The Comptroller of Public Accounts' Human Resources Information System, Standardized Payroll/Personnel Reporting System, and Uniform Statewide Payroll/Personnel System.

Overall Fiscal Year 2005 Turnover Rate – Statewide Headcount, 142,391.75

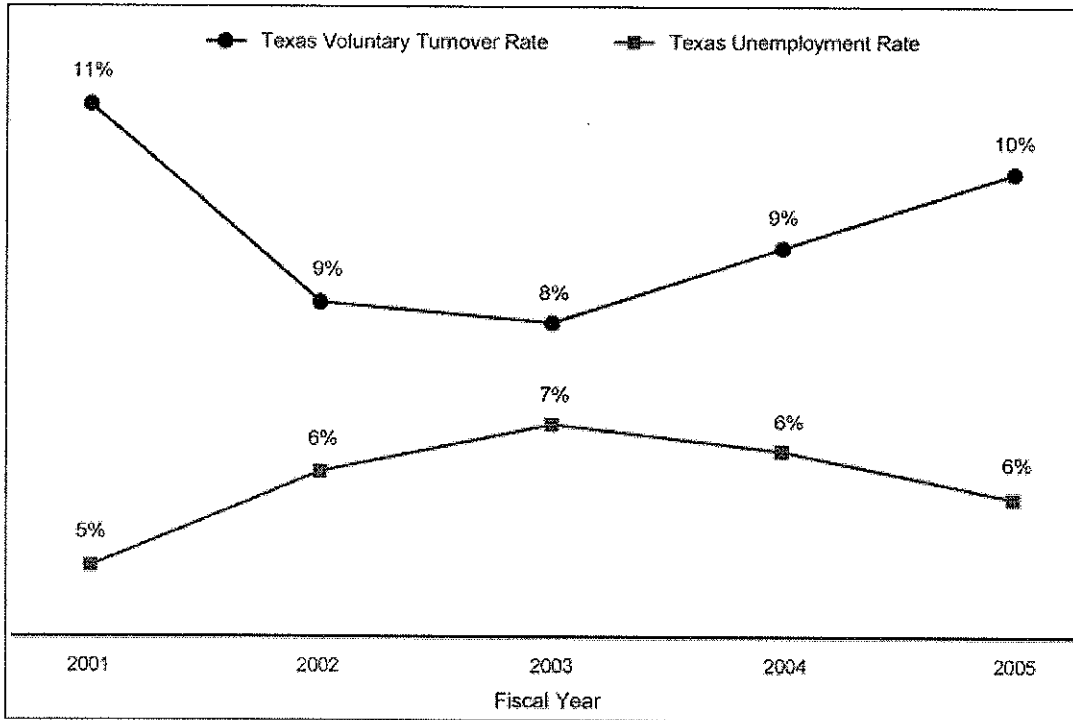


Source: The Comptroller of Public Accounts' Human Resources Information System, Standardized Payroll/Personnel Reporting System, and Uniform Statewide Payroll/Personnel System.

The increase in turnover may be a result of declining unemployment rates in Texas. The graph below shows the correlation between unemployment rates in Texas and voluntary turnover (excluding retirements) during each fiscal year period. In fiscal year 2005, the voluntary turnover rate was 10.4 percent. For the five-year period shown in the graph below, there appears to be an inverse relationship between the unemployment rate and the turnover rate. As the unemployment rate increased, the turnover rate decreased; when the

unemployment rate decreased, the turnover rate increased. According to *Biennial Revenue Estimate 2006-2007*, published by the Texas Comptroller of Public Accounts, the statewide unemployment rate is expected to remain relatively unchanged at approximately 5.5 percent through fiscal year 2007.

However, the turnover rate may be offset by a growing applicant pool. *The Perryman Report*, which provides short-term and long-term economic forecasts, projects that "the large and growing pool of potential employees will serve as a competitive advantage for the state over the long term."



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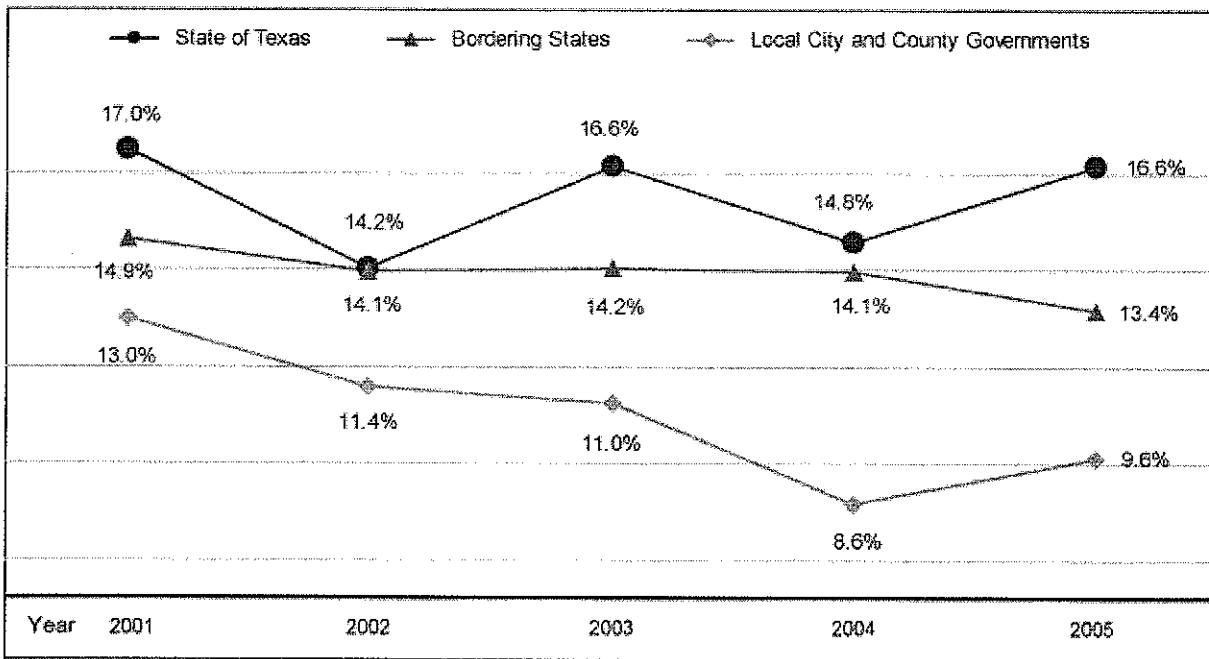
Overall Turnover Rate

COMPARISON DATA

Overview

Turnover is higher in the State of Texas than in neighboring states and in selected Texas cities and counties.

Overall Comparisons



Sources: State Classification Office Electronic Survey

Fiscal Year 2005 Turnover Rates

Texas and States Bordering Texas		Texas and Local Governments	
State	City & County	City & County	City & County
Texas	16.6%	State of Texas	16.6%
New Mexico	8.8%	City of Austin	7.8%
Oklahoma	13.5%	City of Dallas	9.0%
Louisiana	14.0%	City of Houston	11.1%
Arkansas	17.3%	City of San Antonio	6.6%
Average Turnover Rate Excluding Texas	13.4%	City of El Paso	13.0%
		City of Fort Worth	8.1%
		City Average Turnover Rate Excluding Texas	9.3%

Travis County	10.1%
Tarrant County	8.6%
Bexar County	11.0%
Harris County	8.3%
Dallas County	11.5%
County Average Turnover Rate Excluding Texas	9.9%
City & County Average Turnover Rate Excluding Texas	9.6%

Note: The State has seen an increase in the number of retirements over the last three years due to a legislative incentive passed during the 78th Legislative Session. This incentive offered employees a one-time payment if they retired when first eligible from August 31, 2003, through August 31, 2005. This incentive is not applicable to retirements occurring after August 31, 2005.

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Overall Turnover Rate

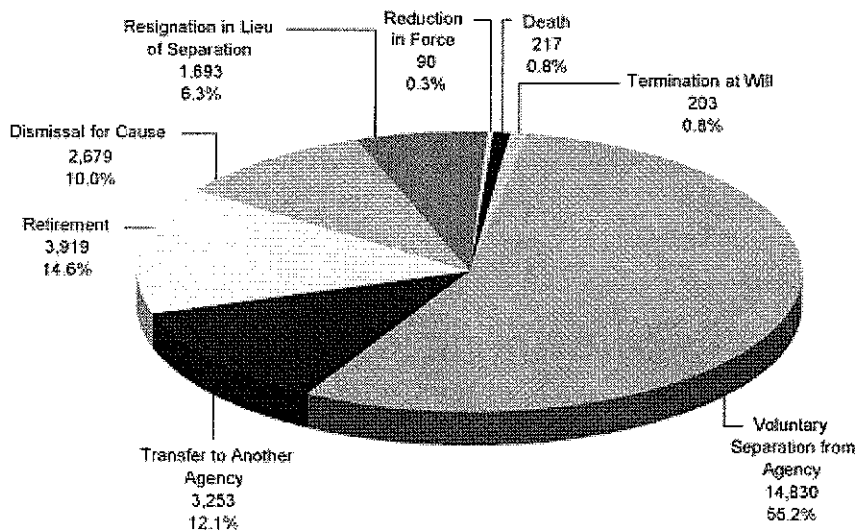
VOLUNTARY VS. INVOLUNTARY

Overview

The majority of the State's classified terminations (81.8 percent) were voluntary separations by the employee. Involuntary separations accounted for the remaining classified terminations.

Reasons State Employees Terminate Employment for Fiscal Years 2001-2005.

Reasons State Employees Terminate Employment Fiscal Year 2005



Source: The Comptroller of Public Accounts' Human Resource Information System, Standardized Payroll/Personnel Reporting System, and Uniform Statewide Payroll/Personnel System.

Voluntary vs. Involuntary Terminations

Voluntary Terminations - Voluntary Separation from Agency, Transfer to Another Agency, and Retirement.

Involuntary Terminations - Dismissal for Cause, Resignation in Lieu of Separation, Reduction in Force, Death, and Termination at Will.

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Reasons State Employees Terminate Employment

Reason	FY 2005		FY 2004		FY 2003		FY 2002		FY 2001	
	Terminations	Percentage of Terminations	Terminations	Percentage of Terminations	Terminations	Percentage of Terminations	Terminations	Percentage of Terminations	Terminations	Percentage of Terminations
Inadequate Salary	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1,467	5.3%
Lack of Opportunity for Advancement	0	0.0%	0	0.0%	0	0.0%	0	0.0%	162	0.6%
Dissatisfaction with Supervisor	0	0.0%	0	0.0%	0	0.0%	0	0.0%	429	1.6%
Travel	0	0.0%	0	0.0%	0	0.0%	0	0.0%	68	0.2%
Working Hours	0	0.0%	0	0.0%	0	0.0%	0	0.0%	138	0.5%
Dislike/Unsuitability for Assigned Tasks	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1,168	4.2%
Personal Reasons Not Related to the Job	0	0.0%	0	0.0%	0	0.0%	0	0.0%	11,408	41.3%
Reasons Unknown	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2,152	7.8%
Voluntary Separation from Agency	14,830	55.2%	13,256	22.3%	12,084	45.7%	12,690	55.9%	3	0.0%
Transfer to Another Agency*	3,253	12.1%	38,447	64.5%	1,812	6.9%	1,590	7.0%	2,267	8.2%
Retirement	3,919	14.6%	3,029	5.1%	6,775	25.6%	3,511	15.5%	2,812	10.2%
Total Voluntary Turnover	22,002	81.8%	54,732	91.9%	20,671	78.2%	17,791	78.4%	22,074	79.9%
Dismissal for Cause	2,679	10.0%	2,561	4.3%	2,683	10.2%	2,879	12.7%	3,087	11.2%
Resignation in Lieu of Separation	1,693	6.3%	1,569	2.6%	1,492	5.6%	1,502	6.6%	1,576	5.7%
Reduction in Force	90	0.3%	354	0.6%	1,184	4.5%	132	0.6%	635	2.3%
Death	217	0.8%	189	0.3%	230	0.9%	219	1.0%	221	0.8%
Termination at Will	203	0.8%	170	0.3%	157	0.6%	159	0.7%	46	0.2%
Total Involuntary Turnover	4,882	18.2%	4,843	8.1%	5,746	21.8%	4,991	21.6%	5,565	20.1%
Total Terminations	26,884		59,575		26,417		22,682		27,639	

Source: The Comptroller of Public Accounts' Human Resource Information System, Standardized Payroll/Personnel Reporting System, and Uniform Statewide Payroll/Personnel System.
 * Fiscal year 2004 reflects the large number of legislatively directed transfers which occurred as Health and Human Services agencies were consolidated.



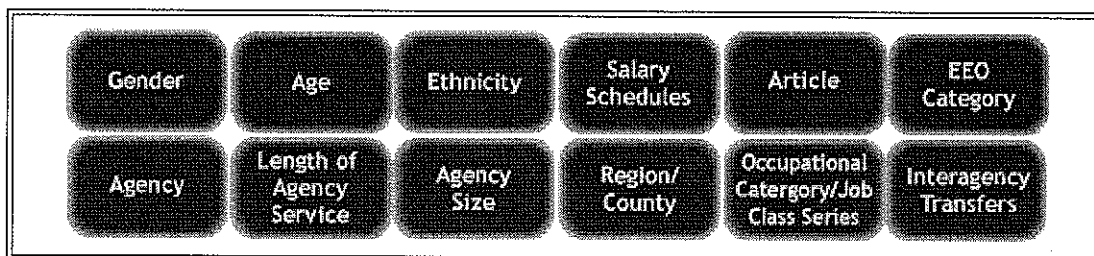
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FY2005 Employee Turnover Statistics

TURNOVER DEMOGRAPHICS

This page provides turnover data broken into several different categories. Determining the turnover rates of various groups of employees such as males and females, those over 30 and those under 30, and those of certain ethnic groups can provide useful insight into the reasons employees leave state employment and ways to retain them. Graphs within this section provide turnover rates, statewide separations, and headcount for each demographic category. Separation and headcount data can be used for determining the statistical significance of turnover rates, especially for those demographic categories with low headcounts. For example, a turnover rate of 33 percent is generally considered high. But if this rate is based on only one employee's separation in a demographic category with only three employees, then the high turnover rate's significance is lessened.



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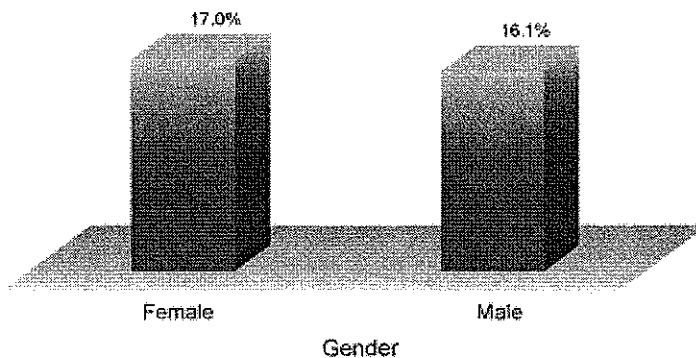
Turnover Demographics

EMPLOYEE TURNOVER BY GENDER

Overview

Females have a slightly higher turnover rate than males.

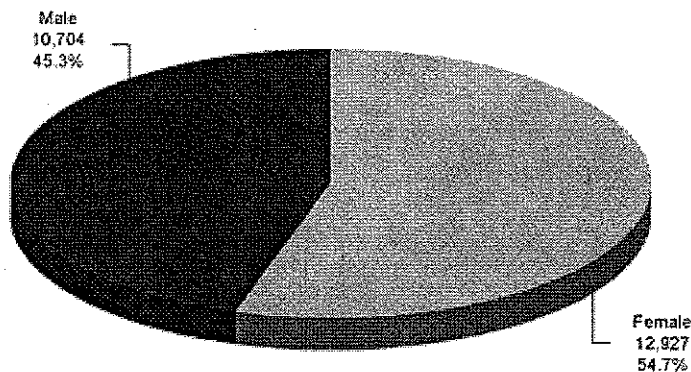
Turnover Rate by Gender for Fiscal Year 2005



Statewide Separations Vs. Headcount

The first pie chart shows the number of separations per category, and the second pie chart shows the total number of employees in those categories statewide. A comparison of the two shows whether the number of separations is in line with the number of employees.

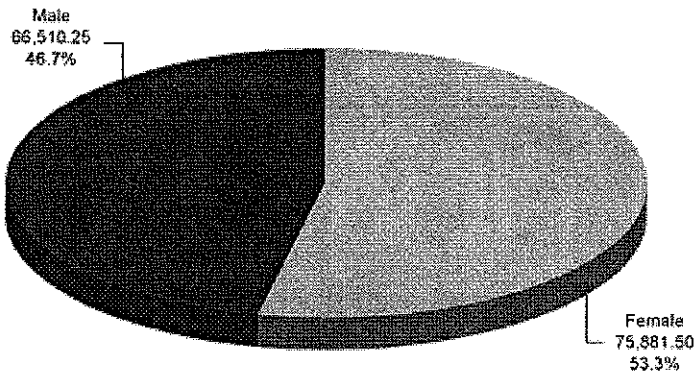
Statewide Separations 23,631



Exit Survey Results by Gender

The number one reason cited by both males and females for leaving their state agencies was "better pay/benefits." This was followed by "retirement."

Statewide Headcount 142,391.75



Source: The Comptroller of Public Accounts' Human Resources Information System, Standardized Payroll/Personnel Reporting System, and Uniform Statewide Payroll/Personnel System. Represents classified, regular, full-time employees.

Purpose

This metric may be an indicator of potential problems within the State or an agency. This metric should be used in combination with the Employee Exit Survey to determine reasons employees leave by gender in order to be a valuable tool when determining retention strategies.

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Turnover Demographics

EMPLOYEE TURNOVER RATES BY ARTICLE AND AGENCY

Employee Turnover Rates by Article and Agency (Excludes Interagency Transfers)

Agency Number and Name	Average Annual Headcount	Total Separations	Turnover Rate
Article I - General Government			
300 Trusteed Programs within the Office of the Governor	119.25	17	14.3%
301 Office of the Governor	146.25	25	17.1%
302 Office of the Attorney General	4,103.50	554	13.5%
303 General Services Commission	363.75	57	15.7%
304 Comptroller of Public Accounts	2,773.75	287	10.3%
306 Library and Archives Commission	170.25	13	7.6%
307 Secretary of State	232.50	18	7.7%
313 Department of Information Resources	163.75	23	14.0%
325 Fire Fighters Pension Commissioner	8.00	3	37.5%
327 Employees Retirement System	279.25	31	11.1%
333 Office of State-Federal Relations	6.00	1	16.7%
338 State Pension Review Board	4.25	0	0.0%
347 Texas Public Finance Authority	13.00	0	0.0%
352 Bond Review Board	7.00	0	0.0%
356 Ethics Commission	30.75	4	13.0%
403 Veterans Commission	89.00	11	12.4%
477 Advisory Commission on State Emergency Communications	22.75	3	13.2%
479 State Office of Risk Management	112.75	24	21.3%
527 Cancer Council	5.00	0	0.0%
808 Historical Commission	100.50	15	14.9%
809 Preservation Board	136.25	24	17.6%
813 Commission on the Arts	17.00	2	11.8%
907 CPA - State Energy Conservation Office	21.00	0	0.0%
Article I Total	8,925.50	1,112	12.5%
Article II - Health and Human Services			
529 Health and Human Services Commission	9,365.00	1,242	13.3%
530 Department of Family and Protective Services	7,196.00	1,552	21.6%
537 Department of State Health Services	11,302.25	1,964	17.4%
538 Department of Assistive and Rehabilitative Services	3,117.50	307	9.8%
539 Department of Aging and Disability Services	15,201.00	3,823	25.1%
Article II Total	46,181.75	8,888	19.2%
Article III - Education			
323 Teacher Retirement System and ORP	444.50	44	9.9%
701 Texas Education Agency	681.00	85	12.5%
705 State Board of Educator Certification	53.00	12	22.6%

771 School for the Blind and Visually Impaired	208.75	29	13.9%
772 School for the Deaf	314.25	63	20.0%
Article III Total	1,701.50	233	13.7%

Article IV - Judiciary

201 Supreme Court of Texas	56.50	24	42.5%
211 Court of Criminal Appeals	62.00	11	17.7%
212 Texas Judicial Council Office of Court Administration	169.25	16	9.5%
213 Office of the State Prosecuting Attorney	4.00	1	25.0%
221 First Court of Appeals District, Houston	36.50	16	43.8%
222 Second Court of Appeals District, Fort Worth	33.00	12	36.4%
223 Third Court of Appeals District, Austin	24.75	5	20.2%
224 Fourth Court of Appeals District, San Antonio	27.75	9	32.4%
225 Fifth Court of Appeals District, Dallas	36.50	11	30.1%
226 Sixth Court of Appeals District, Texarkana	13.00	1	7.7%
227 Seventh Court of Appeals District, Amarillo	16.50	3	18.2%
228 Eighth Court of Appeals District, El Paso	14.75	4	27.1%
229 Ninth Court of Appeals District, Beaumont	15.50	0	0.0%
230 Tenth Court of Appeals District, Waco	12.50	2	16.0%
231 Eleventh Court of Appeals District, Eastland	15.25	0	0.0%
232 Twelfth Court of Appeals District, Tyler	12.00	0	0.0%
233 Thirteenth Ct of Appeals Dist, Corpus Christi	26.75	6	22.4%
234 Fourteenth Court of Appeals District, Houston	35.50	17	47.9%
242 Commission on Judicial Conduct	13.75	4	29.1%
243 State Law Library	7.00	0	0.0%
Article IV Total	632.75	142	22.4%

Article V - Public Safety and Criminal Justice

401 Adjutant Generals Department	594.25	121	20.4%
405 Department of Public Safety	7,976.25	694	8.7%
406 Texas Military Facilities Commission	35.25	0	0.0%
407 Commission on Law Enforcement Officer Standards & Education	43.00	5	11.6%
409 Commission on Jail Standards	16.00	0	0.0%
411 Commission on Fire Protection	31.75	4	12.6%
458 Alcoholic Beverage Commission	548.75	37	6.7%
665 Juvenile Probation Commission	56.25	5	8.9%
694 Texas Youth Commission	4,769.75	1,521	31.9%
696 Department of Criminal Justice	40,601.50	7,593	18.7%
Article V Total	54,672.75	9,980	18.3%

Article VI - Natural Resources

305 General Land Office and Veterans Land Board	567.50	55	9.7%
455 Railroad Commission of Texas	714.00	62	8.7%
551 Department of Agriculture	504.25	61	12.1%
554 Animal Health Commission	191.00	20	10.5%
579 Rio Grande Compact Commission	1.00	0	0.0%
580 Water Development Board	264.25	21	7.9%
582 Texas Commission on Environmental Quality	2,923.00	322	11.0%
592 Soil and Water Conservation Board	58.25	3	5.2%
802 Parks and Wildlife Department	2,796.25	272	9.7%
Article VI Total	8,019.50	816	10.2%

Article VII - Business and Economic Development

320 Texas Workforce Commission	3,364.75	495	14.7%
332 Department of Housing and Community Affairs	279.00	34	12.2%

357 Office of Rural and Community Affairs	67.50	15	22.2%
362 Lottery Commission	319.25	56	17.5%
601 Texas Department of Transportation	14,735.75	1,446	9.8%
Article VII Total	18,766.25	2,046	10.9%

Article VIII - Regulatory

312 State Securities Board	88.00	8	9.1%
329 Real Estate Commission	82.50	10	12.1%
337 Board of Tax Professional Examiners	2.25	0	0.0%
359 Office of Public Insurance Counsel	14.00	0	0.0%
360 Office of Administrative Hearings	107.25	10	9.3%
364 Health Professions Council	6.50	2	30.8%
370 Texas Residential Construction Commission	26.25	4	15.2%
450 Savings and Loan Department	56.50	9	15.9%
451 Department of Banking	151.75	25	16.5%
452 Department of Licensing and Regulation	181.00	14	7.7%
453 Workers Compensation Commission	1,011.25	142	14.0%
454 Department of Insurance	875.00	77	8.8%
456 Board of Plumbing Examiners	21.25	1	4.7%
457 Board of Public Accountancy	43.00	7	16.3%
459 Board of Architectural Examiners	17.75	2	11.3%
460 Board of Registration for Professional Engineers	29.50	4	13.6%
464 Board of Professional Land Surveying	3.25	1	30.8%
466 Office of the Consumer Credit Commissioner	49.50	6	12.1%
469 Credit Union Department	22.00	3	13.6%
472 Structural Pest Control Board	29.00	4	13.8%
473 Public Utility Commission	187.75	26	13.8%
475 Office of the Public Utility Counsel	18.75	2	10.7%
476 Racing Commission	70.25	8	11.4%
481 Texas Board of Professional Geoscientists	3.25	0	0.0%
502 Board of Barber Examiners	12.00	6	50.0%
503 Board of Medical Examiners	131.00	12	9.2%
504 Board of Dental Examiners	28.25	4	14.2%
505 Cosmetology Commission	40.25	11	27.3%
507 Board of Nurse Examiners	69.50	9	12.9%
508 Board of Chiropractic Examiners	5.50	1	18.2%
512 State Board of Podiatric Medical Examiners	3.00	0	0.0%
513 Funeral Service Commission	9.75	0	0.0%
514 Optometry Board	5.00	0	0.0%
515 Board of Pharmacy	52.50	4	7.6%
520 Board of Examiners of Psychologists	11.25	1	8.9%
533 Executive Council Physical and Occupational Therapy Examiners	17.25	1	5.8%
578 Board of Veterinary Medical Examiners	9.00	0	0.0%
Article VIII Total	3,491.75	414	11.9%

Article/Agency Total 142,391.75 23,631 16.6%

Source: The Comptroller of Public Accounts' Human Resource Information System and Uniform Statewide Payroll/Personnel System. Represents classified, regular, full time employees.

Voluntary Separations, Involuntary Separations, and Retirements by Agency

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**Fiscal Year 2005 - Voluntary Separations, Involuntary Separations, and Retirements by Agency
Including Interagency Transfers**

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
201 - Supreme Court of Texas	1	1.8%	20	35.4%	3	5.3%	56.50	24	42.5%
211 - Court of Criminal Appeals	1	1.6%	12	19.4%	0	0.0%	62.00	13	21.0%
212 - Texas Judicial Council Office of A4Court Administration	1	0.6%	14	8.3%	4	2.4%	169.25	19	11.2%
213 - Office of the State Prosecuting Attorney	0	0.0%	0	0.0%	1	25.0%	4.00	1	25.0%
221 - First Court of Appeals District, Houston	0	0.0%	13	35.6%	3	8.2%	36.50	16	43.8%
222 - Second Court of Appeals District, Fort Worth	0	0.0%	11	33.3%	1	3.0%	33.00	12	36.4%
223 - Third Court of Appeals District, Austin	1	4.0%	3	12.1%	1	4.0%	24.75	5	20.2%
224 - Fourth Court of Appeals District, San Antonio	0	0.0%	10	36.0%	1	3.6%	27.75	11	39.6%
225 - Fifth Court of Appeals District, Dallas	1	2.7%	8	21.9%	2	5.5%	36.50	11	30.1%
226 - Sixth Court of Appeals District, Texarkana	0	0.0%	1	7.7%	0	0.0%	13.00	1	7.7%
227 - Seventh Court of Appeals District, Amarillo	0	0.0%	3	18.2%	0	0.0%	16.50	3	18.2%
228 - Eighth Court of Appeals District, El Paso	1	6.8%	3	20.3%	0	0.0%	14.75	4	27.1%
229 - Ninth Court of Appeals District, Beaumont	0	0.0%	0	0.0%	0	0.0%	15.50	0	0.0%
230 - Tenth Court of Appeals District, Waco	0	0.0%	2	16.0%	0	0.0%	12.50	2	16.0%
231 - Eleventh Court of Appeals District, Eastland	0	0.0%	1	6.6%	0	0.0%	15.25	1	6.6%
232 - Twelfth Court of Appeals District, Tyler	0	0.0%	0	0.0%	0	0.0%	12.00	0	0.0%
233 - Thirteenth Ct of Appeals Dist, Corpus Christi	1	3.7%	5	18.7%	0	0.0%	26.75	6	22.4%
234 - Fourteenth Court of Appeals District, Houston	0	0.0%	17	47.9%	0	0.0%	35.50	17	47.9%
242 - Commission on Judicial Conduct	3	21.8%	1	7.3%	0	0.0%	13.75	4	29.1%
243 - State Law Library	0	0.0%	0	0.0%	0	0.0%	7.00	0	0.0%
300 - Trusteed Programs within the Office of the Governor	0	0.0%	30	25.2%	3	2.5%	119.25	33	27.7%
301 - Office of the Governor	2	1.4%	30	20.5%	7	4.8%	146.25	39	26.7%
302 - Office of the Attorney General	86	2.1%	476	11.6%	76	1.9%	4,103.50	638	15.5%
303 - General Services Commission	22	6.0%	54	14.8%	9	2.5%	363.75	85	23.4%
304 - Comptroller of Public Accounts	15	0.5%	149	5.4%	153	5.5%	2,773.75	317	11.4%
305 - General Land Office and Veterans Land Board	11	1.9%	40	7.0%	10	1.8%	567.50	61	10.7%
306 - Library and Archives Commission	0	0.0%	15	8.8%	3	1.8%	170.25	18	10.6%
307 - Secretary of State	0	0.0%	16	6.9%	6	2.6%	232.50	22	9.5%
312 - State Securities Board	1	1.1%	7	8.0%	1	1.1%	88.00	9	10.2%
313 - Department of Information Resources	3	1.8%	18	11.0%	8	4.9%	163.75	29	17.7%

**Fiscal Year 2005 - Voluntary Separations, Involuntary Separations, and Retirements by Agency
Including Interagency Transfers**

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
320 - Texas Workforce Commission	76	2.3%	315	9.4%	172	5.1%	3,364.75	563	16.7%
323 - Teacher Retirement System and ORP	6	1.3%	27	6.1%	17	3.8%	444.50	50	11.2%
325 - Fire Fighters Pension Commissioner	2	25.0%	3	37.5%	0	0.0%	8.00	5	62.5%
327 - Employees Retirement System	4	1.4%	26	9.3%	9	3.2%	279.25	39	14.0%
329 - Real Estate Commission	1	1.2%	7	8.5%	4	4.8%	82.50	12	14.5%
332 - Department of Housing and Community Affairs	8	2.9%	20	7.2%	12	4.3%	279.00	40	14.3%
333 - Office of State-Federal Relations	0	0.0%	1	16.7%	0	0.0%	6.00	1	16.7%
337 - Board of Tax Professional Examiners	0	0.0%	1	44.4%	0	0.0%	2.25	1	44.4%
338 - State Pension Review Board	0	0.0%	1	23.5%	0	0.0%	4.25	1	23.5%
347 - Texas Public Finance Authority	0	0.0%	0	0.0%	0	0.0%	13.00	0	0.0%
352 - Bond Review Board	0	0.0%	0	0.0%	0	0.0%	7.00	0	0.0%
356 - Ethics Commission	1	3.3%	5	16.3%	0	0.0%	30.75	6	19.5%
357 - Office of Rural and Community Affairs	2	3.0%	11	16.3%	4	5.9%	67.50	17	25.2%
359 - Office of Public Insurance Counsel	0	0.0%	0	0.0%	0	0.0%	14.00	0	0.0%
360 - Office of Administrative Hearings	1	0.9%	10	9.3%	1	0.9%	107.25	12	11.2%
362 - Lottery Commission	28	8.8%	42	13.2%	3	0.9%	319.25	73	22.9%
364 - Health Professions Council	0	0.0%	5	76.9%	0	0.0%	6.50	5	76.9%
370 - Texas Residential Construction Commission	1	3.8%	5	19.0%	0	0.0%	26.25	6	22.9%
401 - Adjutant Generals Department	38	6.4%	74	12.5%	10	1.7%	594.25	122	20.5%
403 - Veterans Commission	1	1.1%	8	9.0%	2	2.2%	89.00	11	12.4%
405 - Department of Public Safety	33	0.4%	571	7.2%	156	2.0%	7,976.25	760	9.5%
406 - Texas Military Facilities Commission	0	0.0%	36	102.1%	0	0.0%	35.25	36	102.1%
407 - Commission on Law Enforcement Officer Standards and Education	2	4.7%	3	7.0%	1	2.3%	43.00	6	14.0%
409 - Commission on Jail Standards	0	0.0%	0	0.0%	0	0.0%	16.00	0	0.0%
411 - Commission on Fire Protection	0	0.0%	5	15.7%	1	3.1%	31.75	6	18.9%
450 - Savings and Loan Department	2	3.5%	7	12.4%	1	1.8%	56.50	10	17.7%
451 - Department of Banking	1	0.7%	26	17.1%	4	2.6%	151.75	31	20.4%
452 - Department of Licensing and Regulation	0	0.0%	15	8.3%	2	1.1%	181.00	17	9.4%
453 - Workers Compensation Commission	28	2.8%	1,065	105.3%	29	2.9%	1,011.25	1,122	111.0%
454 - Department of Insurance	7	0.8%	71	8.1%	22	2.5%	875.00	100	11.4%
455 - Railroad Commission of Texas	2	0.3%	48	6.7%	22	3.1%	714.00	72	10.1%
456 - Board of Plumbing Examiners	0	0.0%	1	4.7%	0	0.0%	21.25	1	4.7%
457 - Board of Public Accountancy	0	0.0%	9	20.9%	1	2.3%	43.00	10	23.3%
458 - Alcoholic Beverage Commission	7	1.3%	26	4.7%	9	1.6%	548.75	42	7.7%
459 - Board of Architectural Examiners	0	0.0%	1	5.6%	1	5.6%	17.75	2	11.3%

**Fiscal Year 2005 - Voluntary Separations, Involuntary Separations, and Retirements by Agency
Including Interagency Transfers**

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
460 - Board of Registration for Prof. Engineers	0	0.0%	1	3.4%	3	10.2%	29.50	4	13.6%
464 - Board of Professional Land Surveying	0	0.0%	1	30.8%	0	0.0%	3.25	1	30.8%
466 - Office of the Consumer Credit Commissioner	0	0.0%	8	16.2%	0	0.0%	49.50	8	16.2%
469 - Credit Union Department	0	0.0%	3	13.6%	0	0.0%	22.00	3	13.6%
472 - Structural Pest Control Board	0	0.0%	4	13.8%	0	0.0%	29.00	4	13.8%
473 - Public Utility Commission	1	0.5%	36	19.2%	4	2.1%	187.75	41	21.8%
475 - Office of the Public Utility Counsel	0	0.0%	2	10.7%	1	5.3%	18.75	3	16.0%
476 - Racing Commission	2	2.8%	6	8.5%	2	2.8%	70.25	10	14.2%
477 - Advisory Commission on State Emergency Communications	0	0.0%	3	13.2%	1	4.4%	22.75	4	17.6%
479 - State Office of Risk Management	4	3.5%	22	19.5%	1	0.9%	112.75	27	23.9%
481 - Texas Board of Professional Geoscientists	0	0.0%	1	30.8%	0	0.0%	3.25	1	30.8%
502 - Board of Barber Examiners	4	33.3%	6	50.0%	2	16.7%	12.00	12	100.0%
503 - Board of Medical Examiners	7	5.3%	8	6.1%	1	0.8%	131.00	16	12.2%
504 - Board of Dental Examiners	0	0.0%	9	31.9%	1	3.5%	28.25	10	35.4%
505 - Cosmetology Commission	5	12.4%	39	96.9%	1	2.5%	40.25	45	111.8%
507 - Board of Nurse Examiners	2	2.9%	6	8.6%	2	2.9%	69.50	10	14.4%
508 - Board of Chiropractic Examiners	1	18.2%	1	18.2%	0	0.0%	5.50	2	36.4%
512 - State Board of Podiatric Medical Examiners	0	0.0%	0	0.0%	0	0.0%	3.00	0	0.0%
513 - Funeral Service Commission	0	0.0%	1	10.3%	0	0.0%	9.75	1	10.3%
514 - Optometry Board	0	0.0%	0	0.0%	0	0.0%	5.00	0	0.0%
515 - Board of Pharmacy	0	0.0%	4	7.6%	0	0.0%	52.50	4	7.6%
520 - Board of Examiners of Psychologists	1	8.9%	0	0.0%	0	0.0%	11.25	1	8.9%
527 - Cancer Council	0	0.0%	0	0.0%	0	0.0%	5.00	0	0.0%
529 - Health and Human Services Commission	92	1.0%	1,251	13.4%	440	4.7%	9,365.00	1,783	19.0%
530 - Department of Family and Protective Services	107	1.5%	1,448	20.1%	167	2.3%	7,196.00	1,722	23.9%
533 - Executive Council of Physical and Occupational Therapy Examiners	0	0.0%	2	11.6%	0	0.0%	17.25	2	11.6%
537 - Department of State Health Services	419	3.7%	1,434	12.7%	358	3.2%	11,302.25	2,211	19.6%
538 - Department of Assistive and Rehabilitative Services	30	1.0%	224	7.2%	105	3.4%	3,117.50	359	11.5%
539 - Department of Aging and Disability Services	1,159	7.6%	2,524	16.6%	373	2.5%	15,201.00	4,056	26.7%
551 - Department of Agriculture	9	1.8%	40	7.9%	19	3.8%	504.25	68	13.5%
554 - Animal Health Commission	5	2.6%	9	4.7%	8	4.2%	191.00	22	11.5%

**Fiscal Year 2005 - Voluntary Separations, Involuntary Separations, and Retirements by Agency
Including Interagency Transfers**

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
578 - Board of Veterinary Medical Examiners	0	0.0%	0	0.0%	0	0.0%	9.00	0	0.0%
579 - Rio Grande Compact Commission	0	0.0%	1	100.0%	0	0.0%	1.00	1	100.0%
580 - Water Development Board	0	0.0%	20	7.6%	8	3.0%	264.25	28	10.6%
582 - Texas Commission on Environmental Quality	33	1.1%	271	9.3%	67	2.3%	2,923.00	371	12.7%
592 - Soil and Water Conservation Board	0	0.0%	4	6.9%	0	0.0%	58.25	4	6.9%
601 - Texas Department of Transportation	226	1.5%	883	6.0%	385	2.6%	14,735.75	1,494	10.1%
665 - Juvenile Probation Commission	0	0.0%	6	10.7%	1	1.8%	56.25	7	12.4%
694 - Texas Youth Commission	311	6.5%	1,227	25.7%	53	1.1%	4,769.75	1,591	33.4%
696 - Department of Criminal Justice	1,993	4.9%	4,789	11.8%	978	2.4%	40,601.50	7,760	19.1%
701 - Texas Education Agency	4	0.6%	63	9.3%	37	5.4%	681.00	104	15.3%
705 - State Board of Educator Certification	0	0.0%	71	134.0%	2	3.8%	53.00	73	137.7%
771 - School for the Blind and Visually Impaired	3	1.4%	13	6.2%	14	6.7%	208.75	30	14.4%
772 - School for the Deaf	15	4.8%	41	13.0%	9	2.9%	314.25	65	20.7%
802 - Parks and Wildlife Department	37	1.3%	167	6.0%	94	3.4%	2,796.25	298	10.7%
808 - Historical Commission	0	0.0%	15	14.9%	2	2.0%	100.50	17	16.9%
809 - Preservation Board	10	7.3%	14	10.3%	4	2.9%	136.25	28	20.6%
813 - Commission on the Arts	1	5.9%	1	5.9%	1	5.9%	17.00	3	17.6%
907 - CPA - State Energy Conservation Office	0	0.0%	0	0.0%	0	0.0%	21.00	0	0.0%
Total	4,882	3.4%	18,083	12.7%	3,919	2.8%	142,391.75	26,884	18.9%



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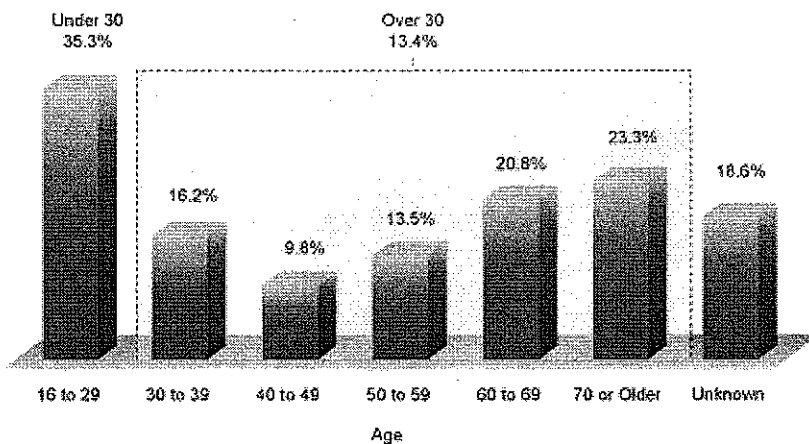
Turnover Demographics

EMPLOYEE TURNOVER BY AGE

Overview

The turnover rate was highest in the under 30 age group. The average turnover rate for employees 30 and older is less than the statewide average. The turnover rate for employees aged 60 and older was also higher than the statewide average.

Turnover Rate by Age for Fiscal Year 2005



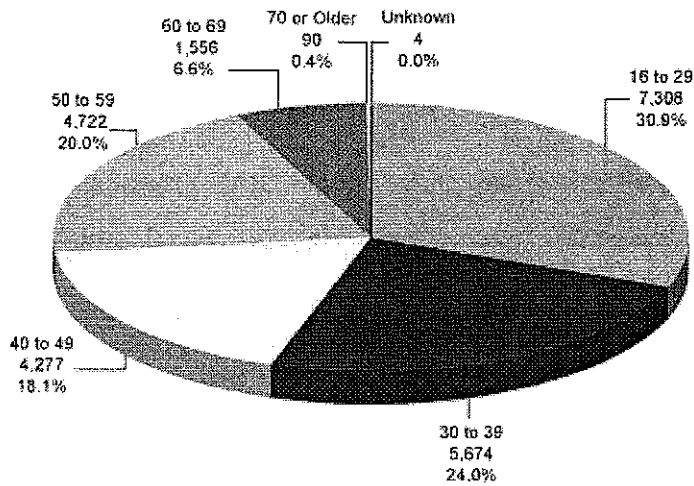
Statewide Separations Vs. Headcount

The first pie chart shows the number of separations per category, and the second pie chart shows the total number of employees in those categories statewide. A comparison of the two shows whether the number of separations is in line with the number of employees.

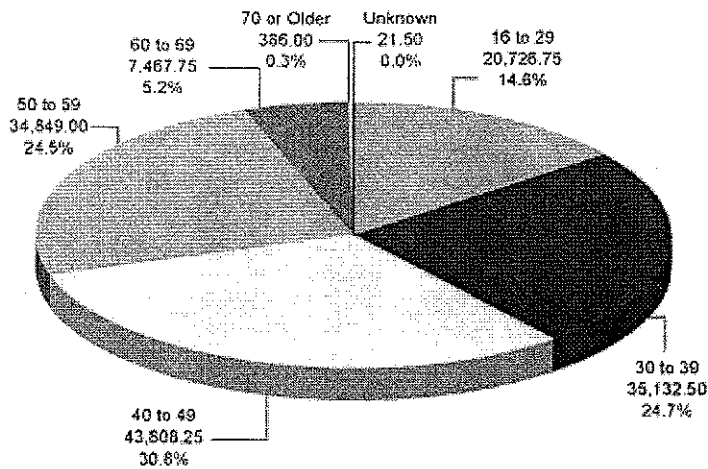
Statewide Separations 23,631

Exit Survey Results by Age

The number one reason employees under the age of 30 left their state agency was for "better pay/benefits". The number one reason employees age 60 and older left their state agency was for "retirement".



Statewide Headcount 142,391.75



Source: The Comptroller of Public Accounts' Human Resources Information System, Standardized Payroll/Personnel Reporting System, and Uniform Statewide Payroll/Personnel System. Represents classified, regular, full-time employees.

Purpose

This metric may be an indicator of potential problems within the State or an agency. This metric should be used in combination with the Employee Exit Survey to determine reasons employees leave by age group in order to be a valuable tool when determining retention strategies.

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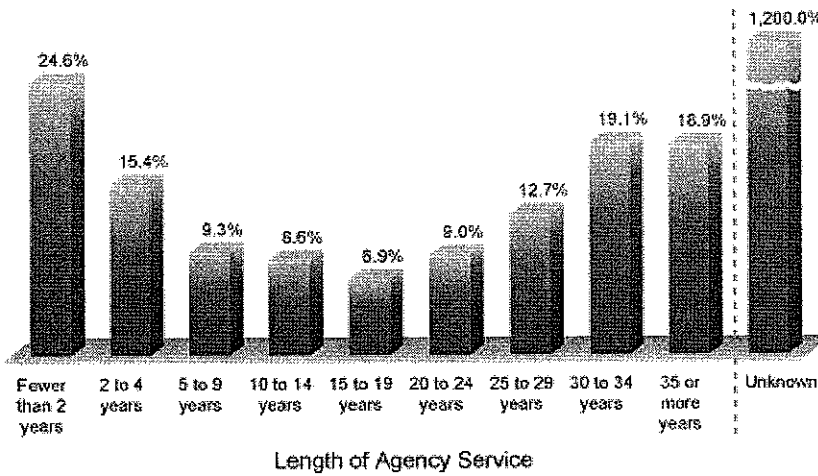
Turnover Demographics

EMPLOYEE TURNOVER BY LENGTH OF AGENCY SERVICE

Overview

The highest turnover rate occurred with employees who have fewer than two years of agency service. The turnover rate for employees with 30 or more years of agency service also had a turnover rate higher than the statewide average.

Turnover Rate by Length of Agency Service for Fiscal Year 2005



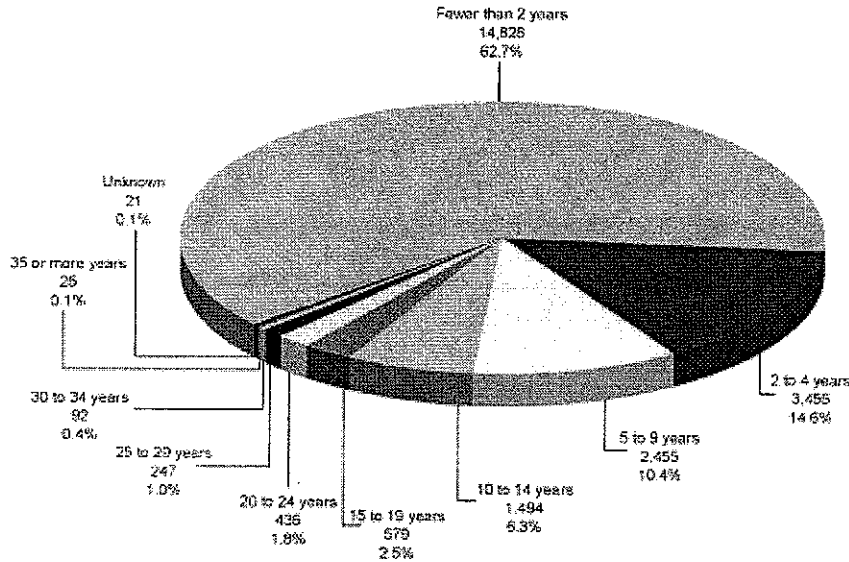
Statewide Separations Vs. Headcount

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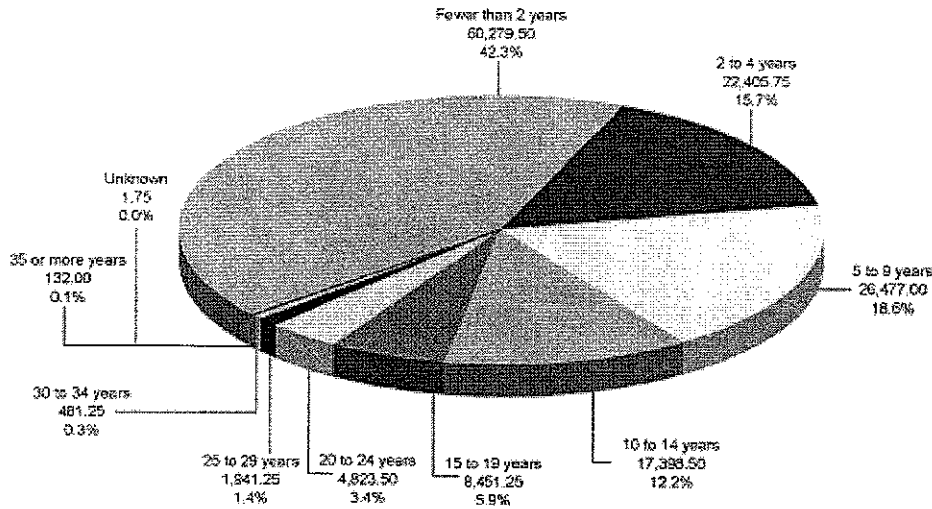
Statewide Separations 23,631

Exit Survey Results by Length of Agency Service

The number one reason employees left their state agencies before five years of agency service was "better pay/benefits." The number one reason employees with 30 or more years of agency service left their state agencies was "retirement."



Statewide Headcount 142,391.75



Source: The Comptroller of Public Accounts' Human Resources Information System, Standardized Payroll/Personnel Reporting System, and Uniform Statewide Payroll/Personnel System. Represents classified, regular, full-time employees.

Purpose

This metric can be used as an indicator of potential problems within the State or an agency by length of agency service. This should be used in combination with the Employee Exit Survey to determine reasons employees leave within each of the service categories. This metric can be a valuable tool when determining retention strategies.

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Turnover Demographics

EMPLOYEE TURNOVER BY ETHNICITY

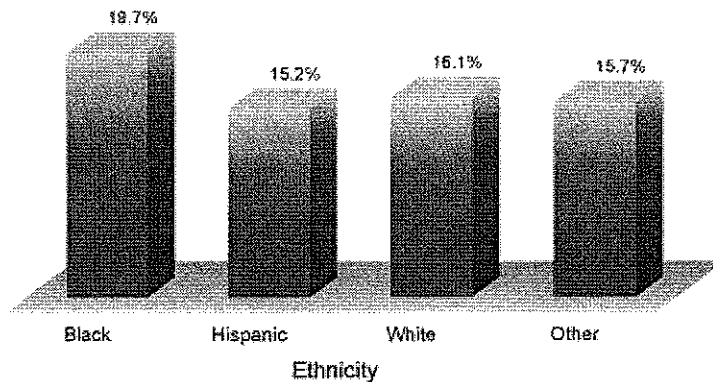
Overview

Turnover among ethnic groups is generally proportional to their representation within the state workforce.

Exit Survey Results by Ethnicity

The number one reason employees across all ethnic groups left their state agency was for "better pay/benefits".

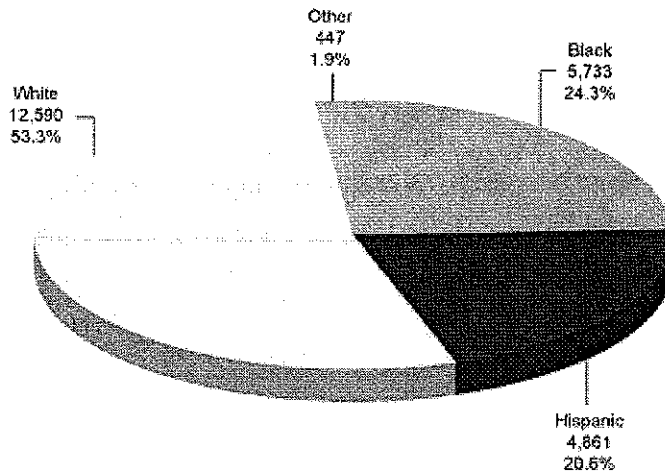
Turnover Rate by Ethnicity for Fiscal Year 2005



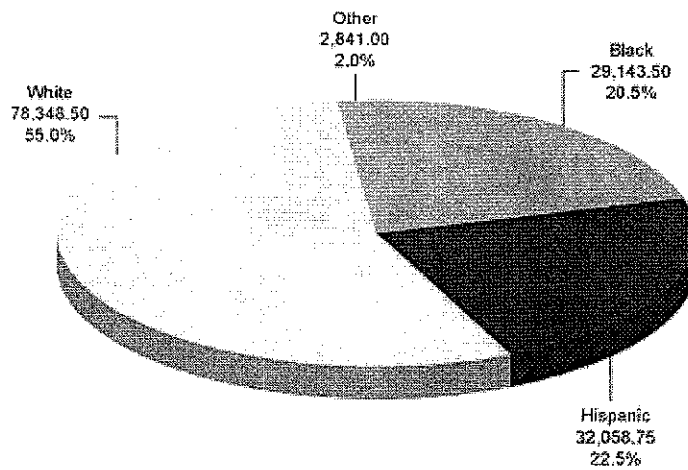
Statewide Separations Vs. Headcount

The first pie chart shows the number of separations per category, and the second pie chart shows the total number of employees in those categories statewide. A comparison of the two shows whether the number of separations is in line with the number of employees.

Statewide Separations 23,631



Statewide Headcount 142,391.75



Source: The Comptroller of Public Accounts' Human Resources Information System, Standardized Payroll/Personnel Reporting System, and Uniform Statewide Payroll/Personnel System. Represents classified, regular, full-time employees.

Purpose

This metric may be an indicator of potential problems with the State or an agency for a particular ethnic group. Agencies may use this data in combination with the Employee Exit Survey to determine reasons employees leave by ethnicity in order to be a valuable tool when determining retention strategies.

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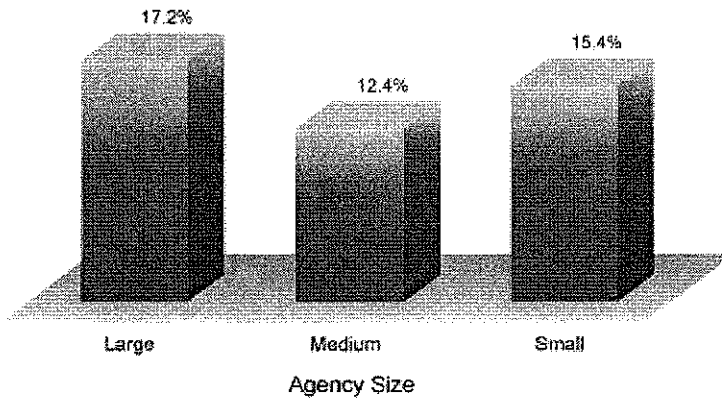
Turnover Demographics

EMPLOYEE TURNOVER BY AGENCY SIZE

Overview

Large agencies had the highest turnover rate within the State at 17.2 percent. These agencies constitute the majority of the State's employee population.

Turnover Rate by Agency Size for Fiscal Year 2005



Statewide Separations Vs. Headcount

The first pie chart shows the number of separations per category, and the second pie chart shows the total number of employees in those categories statewide. A comparison of the two shows whether the number of separations is in line with the number of employees.

Statewide Separations 23,631

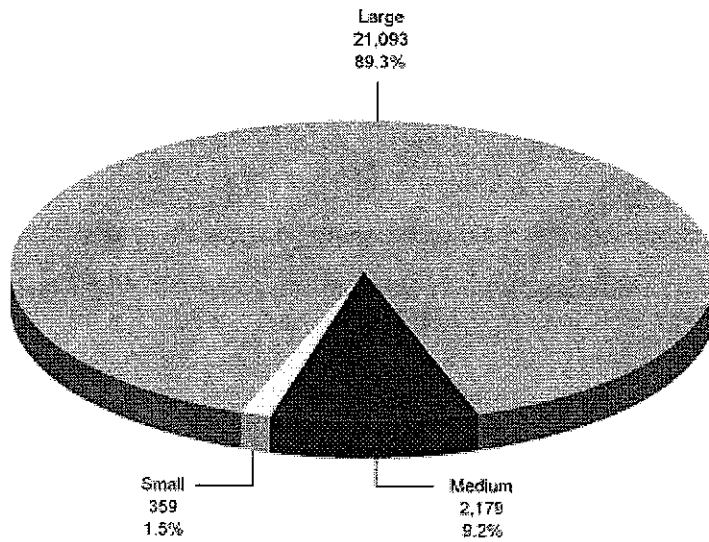
Determination of Agency Size

Large – 1,000 or more employees

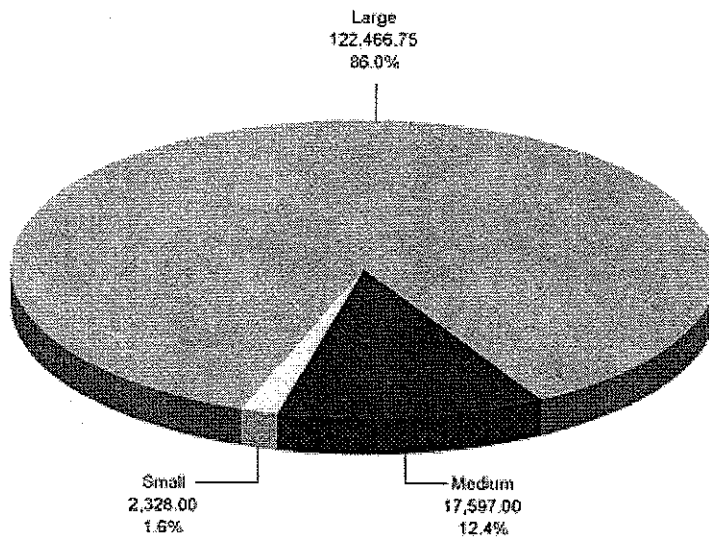
Medium – 100 and 999 employees

Small – Fewer than 100 employees

Agency size is determined based on agencies' FTE caps.



Statewide Headcount 142,391.75



Source: The Comptroller of Public Accounts' Human Resources Information System, Standardized Payroll/Personnel Reporting System, and Uniform Statewide Payroll/Personnel System. Represents classified, regular, full-time employees.

Purpose

This metric can be used as an indicator of potential problems within the State or an agency by looking at the trends categorized by agency size. Agencies can compare their turnover rates to determine whether they fall above or below these benchmarks. This metric can be a valuable tool when determining retention strategies.

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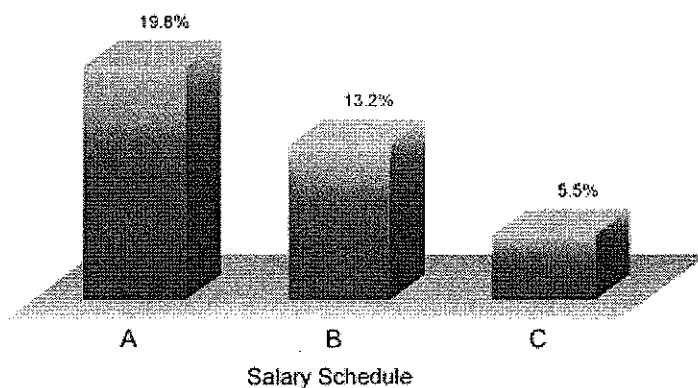
Turnover Demographics

EMPLOYEE TURNOVER BY SALARY SCHEDULE

Overview

Turnover is highest for employees in Salary Schedule A. Employees in Salary Schedule A make up the majority of the employee separations and population.

Turnover Rate by Salary Schedule for Fiscal Year 2005



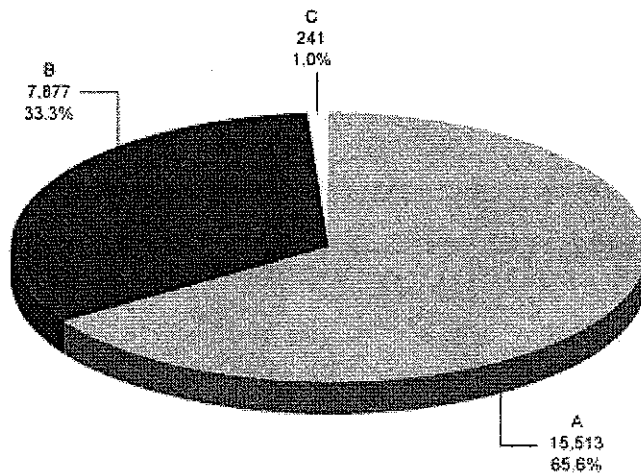
Statewide Separations Vs. Headcount

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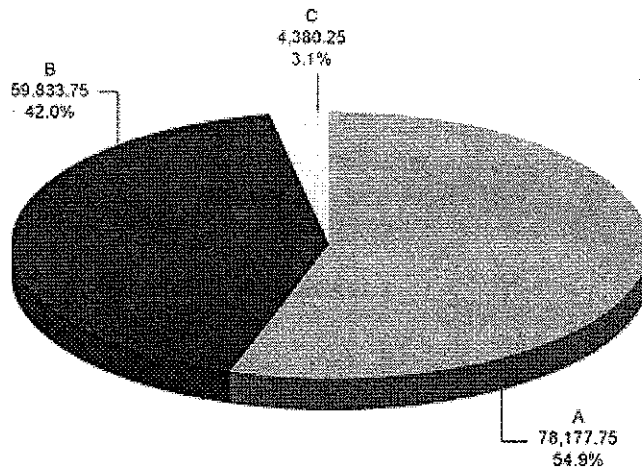
Statewide Separations 23,631

Listing of Salary Schedules

- Schedule A consists of administrative support, maintenance, technical, and paraprofessional positions.
- Schedule B consists of mostly professional and managerial positions.
- Schedule C consists of law enforcement positions.



Statewide Headcount 142,391.75



Source: The Comptroller of Public Accounts' Human Resources Information System, Standardized Payroll/Personnel Reporting System, and Uniform Statewide Payroll/Personnel System. Represents classified, regular, full-time employees.

Purpose

This metric can be used as an indicator of potential problems within the State or an agency by salary schedule. This metric can be a valuable tool when determining retention strategies.

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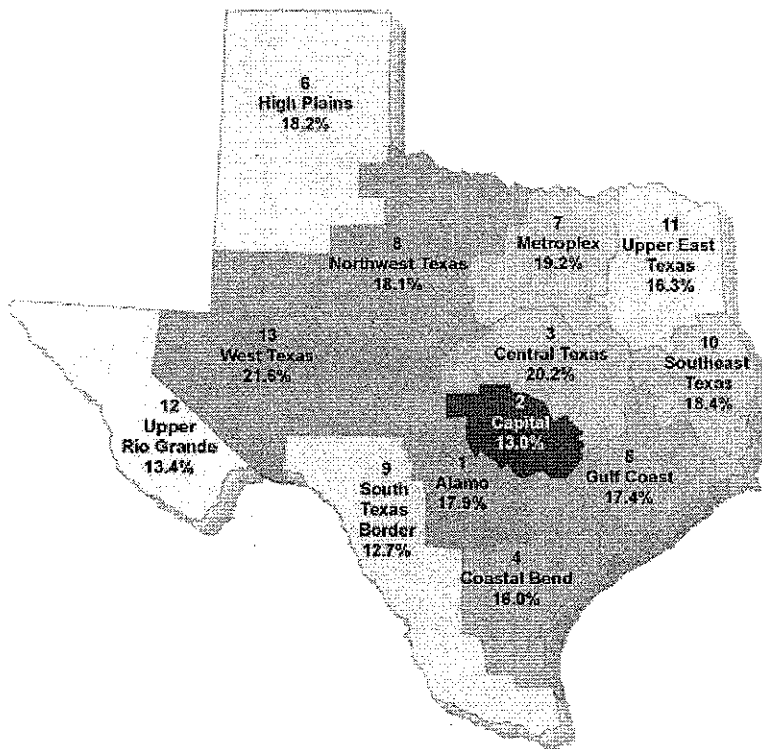
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Turnover Demographics

EMPLOYEE TURNOVER BY REGION/COUNTY

Fiscal Year 2005 Turnover by Region



For fiscal year 2005:

- West Texas reported the highest turnover rate.
- The South Texas Border region reported the lowest turnover rate.
- The region with the greatest number of state agency employees, the Capital Region, experienced a turnover rate of 13 percent.

According to a report by *The Perryman Group*, which provides short-term and long-term economic forecasts, the two regions projected to experience the greatest expansion in the number of jobs over the next five years are the Metroplex and the Gulf Coast regions.

Click on a region for turnover data by county.

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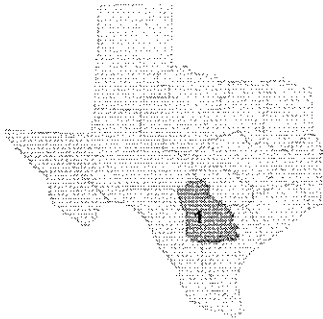
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Turnover Demographics

EMPLOYEE TURNOVER BY REGION/COUNTY

Alamo Region



County	Fiscal Year 2005 Turnover				
	Statewide Headcount	Statewide Percent of Population	Statewide Separations	Statewide Percent of Separations	County Turnover Rate
Atascosa	108.00	0.1%	8	0.0%	7.4%
Bandera	31.75	0.0%	4	0.0%	12.6%
Bexar	5,481.50	3.8%	995	4.2%	18.2%
Comal	144.50	0.1%	13	0.1%	9.0%
Frio	346.75	0.2%	35	0.1%	10.1%
Gillespie	61.25	0.0%	7	0.0%	11.4%
Guadalupe	126.00	0.1%	15	0.1%	11.9%
Karnes	697.75	0.5%	189	0.8%	27.1%
Kendall	71.00	0.0%	15	0.1%	21.1%
Kerr	711.50	0.5%	139	0.6%	19.5%
Medina	532.50	0.4%	71	0.3%	13.3%
Wilson	51.25	0.0%	4	0.0%	7.8%
Totals	8,363.75	5.9%	1,495	6.3%	17.9%

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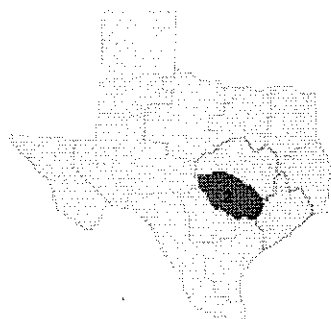
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Turnover Demographics

EMPLOYEE TURNOVER BY REGION/COUNTY

Capital Region



County	Fiscal Year 2005 Turnover				
	Statewide Headcount	Statewide Percent of Population	Statewide Separations	Statewide Percent of Separations	County Turnover Rate
Bastrop	176.00	0.1%	15	0.1%	8.5%
Blanco	34.75	0.0%	3	0.0%	8.6%
Burnet	239.25	0.2%	25	0.1%	10.4%
Caldwell	70.50	0.0%	9	0.0%	12.8%
Fayette	79.75	0.1%	5	0.0%	6.3%
Hays	195.00	0.1%	35	0.1%	17.9%
Lee	404.00	0.3%	115	0.5%	28.5%
Llano	31.25	0.0%	1	0.0%	3.2%
Travis	34,214.00	24.0%	4,382	18.5%	12.8%
Williamson	435.00	0.3%	58	0.2%	13.3%
	35,879.50	25.2%	4,648	19.7%	13.0%

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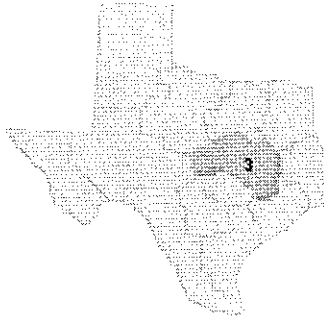
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Turnover Demographics

EMPLOYEE TURNOVER BY REGION/COUNTY

Central Texas Region



Fiscal Year 2005 Turnover

County	Statewide Headcount	Statewide Percent of Population	Statewide Separations	Statewide Percent of Separations	County Turnover Rate
Bell	553.75	0.4%	82	0.3%	14.8%
Bosque	36.75	0.0%	6	0.0%	16.3%
Brazos	680.75	0.5%	75	0.3%	11.0%
Burleson	47.25	0.0%	8	0.0%	16.9%
Coryell	2,703.50	1.9%	444	1.9%	16.4%
Falls	735.25	0.5%	136	0.6%	18.5%
Freestone	426.25	0.3%	97	0.4%	22.8%
Grimes	650.50	0.5%	115	0.5%	17.7%
Hamilton	22.25	0.0%	4	0.0%	18.0%
Hill	172.50	0.1%	20	0.1%	11.6%
Lampasas	78.00	0.1%	6	0.0%	7.7%
Leon	68.50	0.0%	17	0.1%	24.8%
Limestone	1,410.50	1.0%	253	1.1%	17.9%
Madison	639.00	0.4%	237	1.0%	37.1%
Mclennan	1,628.25	1.1%	505	2.1%	31.0%
Milam	46.00	0.0%	1	0.0%	2.2%
Mills	19.00	0.0%	1	0.0%	5.3%
Robertson	50.75	0.0%	11	0.0%	21.7%
San Saba	294.75	0.2%	76	0.3%	25.8%
Washington	1,039.00	0.7%	187	0.8%	18.0%
Totals	11,302.50	7.9%	2,281	9.7%	20.2%

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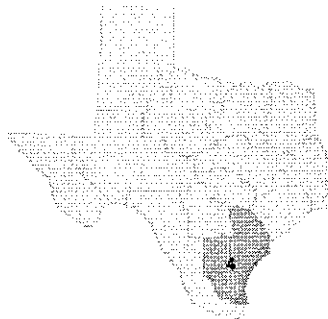
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Turnover Demographics

EMPLOYEE TURNOVER BY REGION/COUNTY

Coastal Blend Region



Fiscal Year 2005 Turnover

County	Statewide Headcount	Statewide Percent of Population	Statewide Separations	Statewide Percent of Separations	County Turnover Rate
Aransas	101.25	0.1%	6	0.0%	5.9%
Bee	1,742.75	1.2%	332	1.4%	19.1%
Brooks	40.75	0.0%	1	0.0%	2.5%
Calhoun	69.75	0.0%	7	0.0%	10.0%
Dewitt	451.75	0.3%	37	0.2%	8.2%
Duval	155.50	0.1%	20	0.1%	12.9%
Goliad	33.75	0.0%	2	0.0%	5.9%
Gonzales	55.75	0.0%	7	0.0%	12.6%
Jackson	38.50	0.0%	2	0.0%	5.2%
Jim Wells	122.00	0.1%	18	0.1%	14.8%
Kenedy	1.00	0.0%	0	0.0%	0.0%
Kleberg	93.50	0.1%	8	0.0%	8.6%
Lavaca	48.00	0.0%	5	0.0%	10.4%
Live oak	39.00	0.0%	6	0.0%	15.4%
McMullen	24.75	0.0%	7	0.0%	28.3%
Nueces	2,131.25	1.5%	386	1.6%	18.1%
Refugio	26.25	0.0%	6	0.0%	22.9%
San Patricio	151.25	0.1%	22	0.1%	14.5%
Victoria	264.00	0.2%	22	0.1%	8.3%
Totals	5,590.75	3.9%	894	3.8%	16.0%

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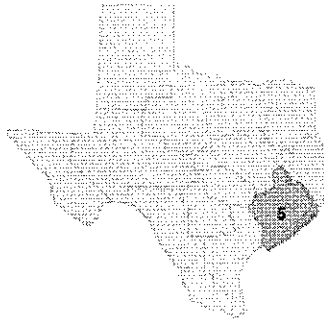
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Turnover Demographics

EMPLOYEE TURNOVER BY REGION/COUNTY

Gulf Coast Region



Fiscal Year 2005 Turnover

County	Statewide Headcount	Statewide Percent of Population	Statewide Separations	Statewide Percent of Separations	County Turnover Rate
Austin	65.50	0.0%	10	0.0%	15.3%
Brazoria	2,736.75	1.9%	648	2.7%	23.7%
Chambers	44.75	0.0%	9	0.0%	20.1%
Colorado	50.25	0.0%	9	0.0%	17.9%
Fort Bend	2,826.50	2.0%	418	1.8%	14.8%
Galveston	1,076.75	0.8%	132	0.6%	12.3%
Harris	7,008.75	4.9%	1,166	4.9%	16.6%
Liberty	967.00	0.7%	207	0.9%	21.4%
Matagorda	91.25	0.1%	10	0.0%	11.0%
Montgomery	397.25	0.3%	47	0.2%	11.8%
Walker	6,190.25	4.3%	1,093	4.6%	17.7%
Waller	54.25	0.0%	10	0.0%	18.4%
Wharton	96.75	0.1%	9	0.0%	9.3%
Totals	21,606.00	15.2%	3,768	15.9%	17.4%

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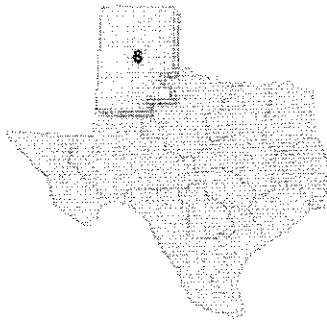
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Turnover Demographics

EMPLOYEE TURNOVER BY REGION/COUNTY

High Plains Region



Fiscal Year 2005 Turnover

County	Statewide Headcount	Statewide Percent of Population	Statewide Separations	Statewide Percent of Separations	County Turnover Rate
Armstrong	15.50	0.0%	3	0.0%	19.4%
Bailey	27.00	0.0%	3	0.0%	11.1%
Briscoe	18.50	0.0%	1	0.0%	5.4%
Carson	37.00	0.0%	7	0.0%	18.9%
Castro	25.25	0.0%	6	0.0%	23.8%
Childress	472.25	0.3%	65	0.3%	13.8%
Cochran	21.00	0.0%	1	0.0%	4.8%
Collingsworth	23.50	0.0%	2	0.0%	8.5%
Crosby	26.50	0.0%	5	0.0%	18.9%
Dallam	280.50	0.2%	41	0.2%	14.6%
Deaf Smith	54.75	0.0%	4	0.0%	7.3%
Dickens	14.00	0.0%	0	0.0%	0.0%
Donley	25.25	0.0%	2	0.0%	7.9%
Floyd	18.50	0.0%	3	0.0%	16.2%
Garza	117.75	0.1%	26	0.1%	22.1%
Gray	392.25	0.3%	74	0.3%	18.9%
Hale	491.00	0.3%	71	0.3%	14.5%
Hall	14.25	0.0%	1	0.0%	7.0%
Hansford	17.50	0.0%	2	0.0%	11.4%
Hartley	25.75	0.0%	2	0.0%	7.8%
Hemphill	17.75	0.0%	2	0.0%	11.3%
Hockley	63.50	0.0%	2	0.0%	3.1%
Hutchinson	40.50	0.0%	11	0.0%	27.2%
King	4.75	0.0%	0	0.0%	0.0%
Lamb	40.50	0.0%	1	0.0%	2.5%
Lipscomb	8.00	0.0%	0	0.0%	0.0%
Lubbock	2,494.50	1.8%	541	2.3%	21.7%
Lynn	20.50	0.0%	3	0.0%	14.6%
Moore	47.50	0.0%	3	0.0%	6.3%
Motley	15.00	0.0%	1	0.0%	6.7%
Ochiltree	18.75	0.0%	2	0.0%	10.7%
Oldham	18.25	0.0%	3	0.0%	16.4%
Parmer	20.50	0.0%	4	0.0%	19.5%
Potter	1,827.00	1.3%	390	1.7%	21.3%

Randall	315.50	0.2%	34	0.1%	10.8%
Roberts	4.75	0.0%	1	0.0%	21.1%
Sherman	16.00	0.0%	1	0.0%	6.3%
Swisher	148.25	0.1%	15	0.1%	10.1%
Terry	177.75	0.1%	17	0.1%	9.6%
Wheeler	23.00	0.0%	3	0.0%	13.0%
Yoakum	15.50	0.0%	4	0.0%	25.8%
Totals	7,455.75	5.2%	1,357	5.7%	18.2%

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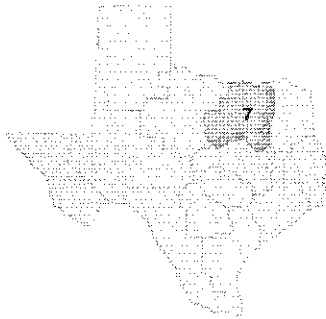
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Turnover Demographics

EMPLOYEE TURNOVER BY REGION/COUNTY

Metroplex Region



Fiscal Year 2005 Turnover

County	Statewide Headcount	Statewide Percent of Population	Statewide Separations	Statewide Percent of Separations	County Turnover Rate
Collin	336.75	0.2%	85	0.4%	25.2%
Cooke	400.25	0.3%	99	0.4%	24.7%
Dallas	4,223.25	3.0%	757	3.2%	17.9%
Denton	1,968.50	1.4%	678	2.9%	34.4%
Ellis	132.25	0.1%	26	0.1%	19.7%
Erath	86.25	0.1%	10	0.0%	11.6%
Fannin	500.25	0.4%	54	0.2%	10.8%
Grayson	170.50	0.1%	15	0.1%	8.8%
Hood	537.75	0.4%	80	0.3%	14.9%
Hunt	175.25	0.1%	23	0.1%	13.1%
Johnson	161.25	0.1%	17	0.1%	10.5%
Kaufman	854.75	0.6%	116	0.5%	13.6%
Navarro	431.75	0.3%	90	0.4%	20.8%
Palo Pinto	115.00	0.1%	10	0.0%	8.7%
Parker	123.00	0.1%	20	0.1%	16.3%
Rockwall	69.50	0.0%	11	0.0%	15.8%
Somervell	20.50	0.0%	4	0.0%	19.5%
Tarrant	3,249.25	2.3%	507	2.1%	15.6%
Wise	80.00	0.1%	13	0.1%	16.3%
Totals	13,636.00	9.6%	2,615	11.1%	19.2%

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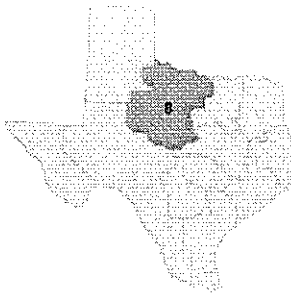
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Turnover Demographics

EMPLOYEE TURNOVER BY REGION/COUNTY

Northwest Texas Region



Fiscal Year 2005 Turnover

County	Statewide Headcount	Statewide Percent of Population	Statewide Separations	Statewide Percent of Separations	County Turnover Rate
Archer	35.75	0.0%	1	0.0%	2.8%
Baylor	26.00	0.0%	3	0.0%	11.5%
Brown	807.00	0.6%	117	0.5%	14.5%
Callahan	42.00	0.0%	2	0.0%	4.8%
Clay	30.25	0.0%	2	0.0%	6.6%
Coleman	28.75	0.0%	2	0.0%	7.0%
Comanche	25.50	0.0%	0	0.0%	0.0%
Cottle	24.25	0.0%	3	0.0%	12.4%
Eastland	87.25	0.1%	8	0.0%	9.2%
Fisher	15.50	0.0%	0	0.0%	0.0%
Foard	12.75	0.0%	1	0.0%	7.8%
Hardeman	20.75	0.0%	1	0.0%	4.8%
Haskell	37.25	0.0%	6	0.0%	16.1%
Jack	20.75	0.0%	1	0.0%	4.8%
Jones	533.75	0.4%	53	0.2%	9.9%
Kent	10.75	0.0%	1	0.0%	9.3%
Knox	29.00	0.0%	3	0.0%	10.3%
Mitchell	542.25	0.4%	103	0.4%	19.0%
Montague	39.75	0.0%	5	0.0%	12.6%
Nolan	50.25	0.0%	6	0.0%	11.9%
Runnels	39.00	0.0%	5	0.0%	12.8%
Scurry	360.25	0.3%	57	0.2%	15.8%
Shackelford	19.25	0.0%	0	0.0%	0.0%
Stephens	184.25	0.1%	17	0.1%	9.2%
Stonewall	15.00	0.0%	0	0.0%	0.0%
Taylor	2,173.50	1.5%	448	1.9%	20.6%
Throckmorton	14.50	0.0%	0	0.0%	0.0%
Wichita	1,669.00	1.2%	360	1.5%	21.6%
Wilbarger	2,150.50	1.5%	439	1.9%	20.4%
Young	59.75	0.0%	4	0.0%	6.7%
Totals	9,104.50	6.4%	1,648	7.0%	18.1%

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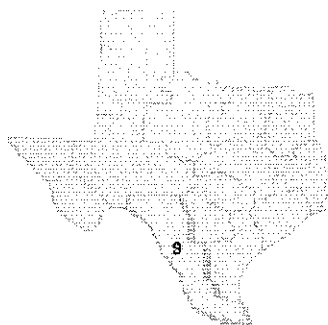
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Turnover Demographics

EMPLOYEE TURNOVER BY REGION/COUNTY

South Texas Border Region



Fiscal Year 2005 Turnover

County	Statewide Headcount	Statewide Percent of Population	Statewide Separations	Statewide Percent of Separations	County Turnover Rate
Cameron	1,419.50	1.0%	156	0.7%	11.0%
Dimmit	45.50	0.0%	5	0.0%	11.0%
Edwards	43.00	0.0%	3	0.0%	7.0%
Hidalgo	2,422.25	1.7%	336	1.4%	13.9%
Jim Hogg	33.50	0.0%	3	0.0%	9.0%
Kinney	16.75	0.0%	1	0.0%	6.0%
La Salle	144.75	0.1%	19	0.1%	13.1%
Maverick	132.50	0.1%	13	0.1%	9.8%
Real	17.00	0.0%	3	0.0%	17.6%
Starr	135.75	0.1%	17	0.1%	12.5%
Uvalde	119.75	0.1%	11	0.0%	9.2%
Val Verde	174.00	0.1%	26	0.1%	14.9%
Webb	642.25	0.5%	88	0.4%	13.7%
Willacy	55.50	0.0%	6	0.0%	10.8%
Zapata	18.50	0.0%	1	0.0%	5.4%
Zavala	31.25	0.0%	2	0.0%	6.4%
Totals	5,451.75	3.8%	690	2.9%	12.7%

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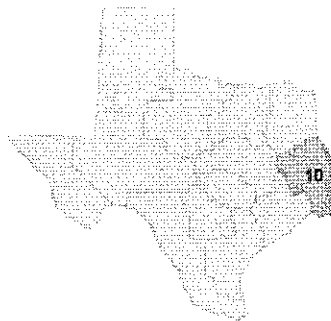
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Turnover Demographics

EMPLOYEE TURNOVER BY REGION/COUNTY

Southeast Texas Region



Fiscal Year 2005 Turnover

County	Statewide Headcount	Statewide Percent of Population	Statewide Separations	Statewide Percent of Separations	County Turnover Rate
Angelina	1,397.50	1.0%	246	1.0%	17.6%
Hardin	67.00	0.0%	7	0.0%	10.4%
Houston	1,019.25	0.7%	287	1.2%	28.2%
Jasper	272.50	0.2%	33	0.1%	12.1%
Jefferson	2,631.50	1.8%	402	1.7%	15.3%
Nacogdoches	209.25	0.1%	26	0.1%	12.4%
Newton	29.50	0.0%	3	0.0%	10.2%
Orange	146.75	0.1%	19	0.1%	12.9%
Polk	877.75	0.6%	211	0.9%	24.0%
Sabine	28.00	0.0%	2	0.0%	7.1%
San Augustine	31.75	0.0%	2	0.0%	6.3%
San Jacinto	38.50	0.0%	3	0.0%	7.8%
Shelby	46.75	0.0%	7	0.0%	15.0%
Trinity	33.25	0.0%	4	0.0%	12.0%
Tyler	628.50	0.4%	117	0.5%	18.6%
	7,457.75	5.2%	1,369	5.8%	18.4%

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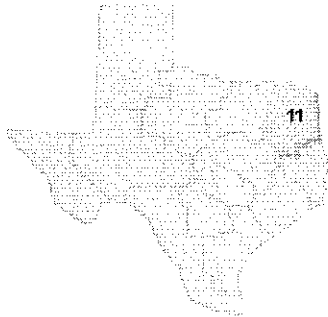
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Turnover Demographics

EMPLOYEE TURNOVER BY REGION/COUNTY

Upper east Texas Region



Fiscal Year 2005 Turnover

County	Statewide Headcount	Statewide Percent of Population	Statewide Separations	Statewide Percent of Separations	County Turnover Rate
Anderson	3,228.00	2.3%	709	3.0%	22.0%
Bowie	958.00	0.7%	163	0.7%	17.0%
Camp	11.75	0.0%	3	0.0%	25.5%
Cass	194.25	0.1%	19	0.1%	9.8%
Cherokee	1,608.50	1.1%	242	1.0%	15.0%
Delta	28.50	0.0%	4	0.0%	14.0%
Franklin	33.50	0.0%	0	0.0%	0.0%
Gregg	353.50	0.2%	42	0.2%	11.9%
Harrison	201.25	0.1%	26	0.1%	12.9%
Henderson	175.75	0.1%	22	0.1%	12.5%
Hopkins	105.25	0.1%	15	0.1%	14.3%
Lamar	287.00	0.2%	31	0.1%	10.8%
Marion	45.00	0.0%	5	0.0%	11.1%
Morris	38.25	0.0%	7	0.0%	18.3%
Panola	52.75	0.0%	4	0.0%	7.6%
Rains	26.75	0.0%	3	0.0%	11.2%
Red River	46.75	0.0%	2	0.0%	4.3%
Rusk	78.25	0.1%	13	0.1%	16.6%
Smith	938.00	0.7%	80	0.3%	8.5%
Titus	135.50	0.1%	12	0.1%	8.9%
Upshur	64.50	0.0%	10	0.0%	15.5%
Van Zandt	88.50	0.1%	13	0.1%	14.7%
Wood	247.75	0.2%	37	0.2%	14.9%
Totals	8,947.25	6.3%	1,462	6.2%	16.3%

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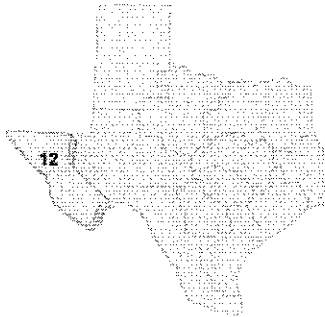
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Turnover Demographics

EMPLOYEE TURNOVER BY REGION/COUNTY

Upper Rio Grande Region



Fiscal Year 2005 Turnover

County	Statewide Headcount	Statewide Percent of Population	Statewide Separations	Statewide Percent of Separations	County Turnover Rate
Brewster	84.00	0.1%	7	0.0%	8.3%
Culberson	34.00	0.0%	3	0.0%	8.8%
El Paso	2,614.50	1.8%	359	1.5%	13.7%
Hudspeth	32.75	0.0%	3	0.0%	9.2%
Jeff Davis	49.00	0.0%	6	0.0%	12.2%
Presidio	71.25	0.1%	8	0.0%	11.2%
Totals	2,885.50	2.0%	386	1.6%	13.4%

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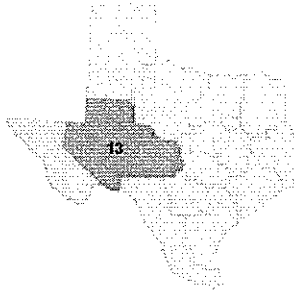
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Turnover Demographics

EMPLOYEE TURNOVER BY REGION/COUNTY

West Texas Region



Fiscal Year 2005 Turnover

County	Statewide Headcount	Statewide Percent of Population	Statewide Separations	Statewide Percent of Separations	County Turnover Rate
Andrews	28.25	0.0%	2	0.0%	7.1%
Borden	10.50	0.0%	0	0.0%	0.0%
Coke	18.50	0.0%	5	0.0%	27.0%
Concho	15.25	0.0%	1	0.0%	6.6%
Crane	13.50	0.0%	1	0.0%	7.4%
Crockett	31.00	0.0%	5	0.0%	16.1%
Dawson	554.25	0.4%	147	0.6%	26.5%
Ector	372.50	0.3%	31	0.1%	8.3%
Gaines	23.50	0.0%	2	0.0%	8.5%
Glasscock	5.00	0.0%	0	0.0%	0.0%
Howard	643.75	0.5%	166	0.7%	25.8%
Irion	9.00	0.0%	0	0.0%	0.0%
Kimble	41.25	0.0%	5	0.0%	12.1%
Loving	3.00	0.0%	0	0.0%	0.0%
Martin	19.50	0.0%	2	0.0%	10.3%
Mason	20.25	0.0%	1	0.0%	4.9%
Mcculloch	29.25	0.0%	4	0.0%	13.7%
Menard	9.50	0.0%	3	0.0%	31.6%
Midland	437.75	0.3%	41	0.2%	9.4%
Pecos	568.75	0.4%	134	0.6%	23.6%
Reagan	12.00	0.0%	3	0.0%	25.0%
Reeves	74.25	0.1%	6	0.0%	8.1%
Schleicher	2.00	0.0%	0	0.0%	0.0%
Sterling	10.00	0.0%	0	0.0%	0.0%
Sutton	35.25	0.0%	1	0.0%	2.8%
Terrell	128.00	0.1%	17	0.1%	13.3%
Tom Green	1,266.00	0.9%	338	1.4%	26.7%
Upton	12.00	0.0%	1	0.0%	8.3%
Ward	289.00	0.2%	97	0.4%	33.6%
Winkler	16.50	0.0%	2	0.0%	12.1%
Totals	4,699.25	3.3%	1,015	4.3%	21.6%

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Turnover Demographics

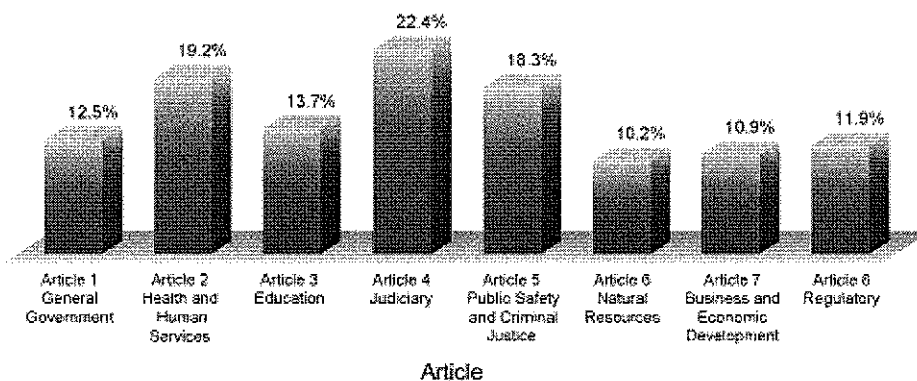
EMPLOYEE TURNOVER BY ARTICLE OF APPROPRIATION BILL

Overview

The Judiciary has the highest turnover rate among all articles. This may be misleading, however, as the courts employ court law clerks, a job that is designed to last a single year.

By comparison court law clerks, turnover among judges and Article IV agency is considerably lower. The Health and Human Services and Public Safety and Criminal Justice articles also had turnover rates higher than the statewide average.

Turnover Rate by Article for Fiscal Year 2005



Statewide Separations Vs. Headcount

The first pie chart shows the number of separations per category, and the second pie chart shows the total number of employees in those categories statewide. A comparison of the two shows whether the number of separations is in line with the number of employees.

Statewide Separations 23,631

Listing of Articles

Article I - General Government

Article II - Health and Human Services

Article III - Education

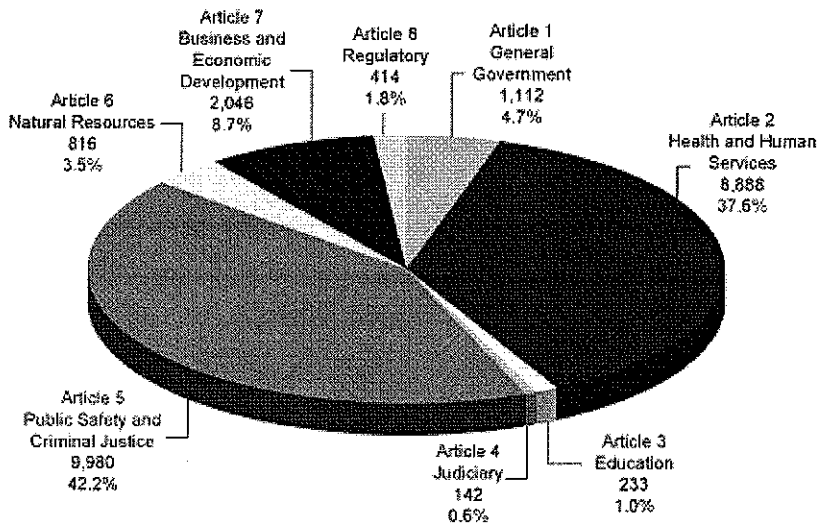
Article IV - Judiciary

Article V - Public Safety and Criminal Justice

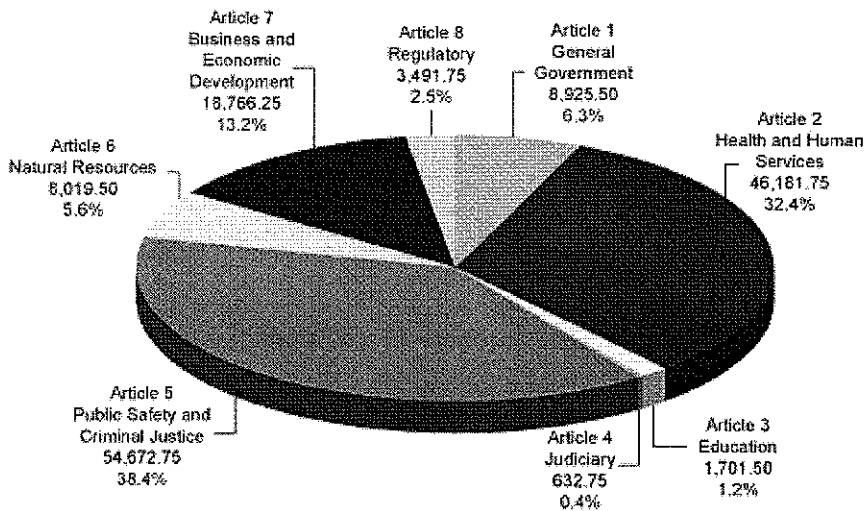
Article VI - Natural Resources

Article VII - Business and Economic Development

Article VIII - Regulatory

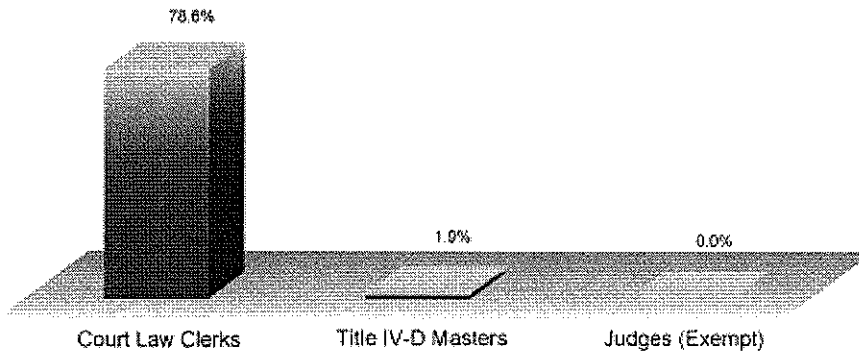


Statewide Headcount 142,391.75



Judiciary Turnover - Court Law Clerks and Judges

In comparison with court law clerks, turnover among judges within Article IV agencies is considerably lower.



Source: The Comptroller of Public Accounts' Human Resources Information System, Standardized Payroll/Personnel Reporting System, and Uniform Statewide Payroll/Personnel System. Represents classified, regular, full-time employees.

Purpose

This metric may be an indicator of potential retention problems for agencies within a particular article. Agencies can compare their turnover rates to determine whether they fall above or below these benchmarks. This metric can be a valuable tool when determining retention strategies.

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Turnover Demographics

EMPLOYEE TURNOVER BY OCCUPATIONAL CATEGORY

Overview

The three occupational categories with the highest turnover rates were:

- Social Services
- Medical and Health
- Criminal Justice

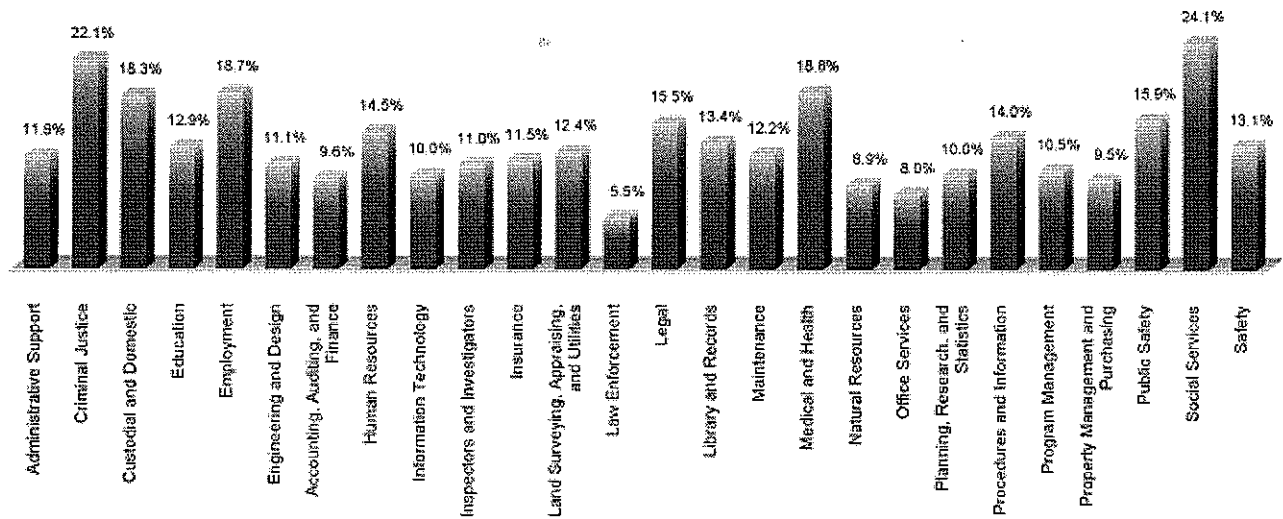
Together, these three occupational categories make up 63 percent of state turnover.

Job class series (excluding those with fewer than 100 employees) with the highest turnover rates were:

- Juvenile Correctional Officers
- MHMR Services Aides/Assistants/Supervisors
- Food Service Workers
- Engineering Aides/Assistants
- Licensed Vocational Nurses
- Registered Nurses
- Caseworkers
- Laundry Workers
- Protective Services Specialists
- Correctional Officers

The Texas Workforce Commission forecasts that registered nurses, food service workers, personal care aides, and teacher assistants (similar to MHMR services aides/assistants) are among the top 25 jobs that will have the highest average number of annual job openings and will be among the occupations adding the most jobs between the years 2002 and 2012. Therefore, it is no surprise that turnover within these job class series is high compared with the state average. The State's higher-than-average turnover rate in these job classes may continue as additional opportunities become available in the labor market for these employees. A strategy for retaining these employees will be of key importance.

Turnover Rate by Occupational Category for Fiscal Year 2005



Statewide Headcount 142,391.75 - Statewide Separations 23,631

Group Name	Statewide Headcount	Statewide Percent of Population	Statewide Separations	Statewide Percent of Separations	Statewide Turnover Rate
Administrative Support	17,943.25	12.6%	2,141	9.1%	11.9%
Criminal Justice	34,054.00	23.9%	7,532	31.9%	22.1%
Custodial and Domestic	4,041.75	2.8%	741	3.1%	18.3%
Education	100.75	0.1%	13	0.1%	12.9%
Employment	1,361.75	1.0%	254	1.1%	18.7%
Engineering and Design	9,200.75	6.5%	1,023	4.3%	11.1%
Accounting, Auditing, and Finance	4,769.00	3.3%	458	1.9%	9.6%
Human Resources	1,203.00	0.8%	175	0.7%	14.5%
Information Technology	4,977.25	3.5%	497	2.1%	10.0%
Inspectors and Investigators	1,864.75	1.3%	206	0.9%	11.0%
Insurance	427.00	0.3%	49	0.2%	11.5%
Land Surveying, Appraising, and Utilities	305.25	0.2%	38	0.2%	12.4%
Law Enforcement	4,378.50	3.1%	240	1.0%	5.5%
Legal	2,589.50	1.8%	402	1.7%	15.5%
Library and Records	193.75	0.1%	26	0.1%	13.4%
Maintenance	3,793.00	2.7%	462	2.0%	12.2%
Medical and Health	5,663.50	4.0%	1,063	4.5%	18.8%
Natural Resources	2,488.75	1.7%	222	0.9%	8.9%
Office Services	212.25	0.1%	17	0.1%	8.0%
Planning, Research, and Statistics	558.25	0.4%	56	0.2%	10.0%
Procedures and Information	549.50	0.4%	77	0.3%	14.0%
Program Management	12,839.00	9.0%	1,351	5.7%	10.5%
Property Management and Purchasing	1,666.75	1.2%	158	0.7%	9.5%
Public Safety	1,025.00	0.7%	163	0.7%	15.9%
Social Services	25,896.50	18.2%	6,229	26.4%	24.1%
Safety	289.00	0.2%	38	0.2%	13.1%
Total	142,391.75	100.0%	23,631	100.0%	16.6%

Turnover Rate by Job Class Series for Fiscal Year 2005

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Turnover Rate by Job Class Series for Fiscal Year 2005

Group Name	Statewide Headcount	Statewide Percent of Population	Statewide Separations	Statewide Percent of Separations	Statewide Turnover Rate
Administrative Support					
Administrative Technicians/Assistants	10,501.50	7.4%	1,171	5.0%	11.2%
Clerks	6,759.75	4.7%	899	3.8%	13.3%
Executive Assistants	483.00	0.3%	47	0.2%	9.7%
Switchboard Operators	87.00	0.1%	12	0.1%	13.8%
Word Processing Operators	112.00	0.1%	12	0.1%	10.7%
Total of Administrative Support	17,943.25	12.6%	2,141	9.1%	11.9%
Criminal Justice					
Agriculture Specialists	110.00	0.1%	21	0.1%	19.1%
Assistant Wardens/Wardens	184.00	0.1%	13	0.1%	7.1%
Correctional Officers	25,420.00	17.9%	5,711	24.2%	22.5%
Correctional Transportation Officers	135.75	0.1%	12	0.1%	8.8%
Counsel Substitutes	102.75	0.1%	14	0.1%	13.6%
Industrial Specialists	425.50	0.3%	39	0.2%	9.2%
Juvenile Correctional Officers	2,899.75	2.0%	1,203	5.1%	41.5%
Parole Officers	1,721.75	1.2%	234	1.0%	13.6%
Senior Correctional Officers	3,054.50	2.1%	285	1.2%	9.3%
Total of Criminal Justice	34,054.00	23.9%	7,532	31.9%	22.1%
Custodial and Domestic					
Barbers/Cosmetologists	23.00	0.0%	1	0.0%	4.3%
Canteen Managers	12.50	0.0%	3	0.0%	24.0%
Cooks	337.75	0.2%	70	0.3%	20.7%
Custodial Managers	39.50	0.0%	4	0.0%	10.1%
Custodians	936.25	0.7%	137	0.6%	14.6%
Food Service Managers	994.00	0.7%	151	0.6%	15.2%
Food Service Workers	704.50	0.5%	214	0.9%	30.4%
Groundskeepers	129.25	0.1%	21	0.1%	16.2%
Laundry Managers	714.50	0.5%	101	0.4%	14.1%
Laundry Workers	143.75	0.1%	38	0.2%	26.4%
Sewing Room Workers/Supervisors	6.75	0.0%	1	0.0%	14.8%
Total of Custodial and Domestic	4,041.75	2.8%	741	3.1%	18.3%
Education					
Teacher Aides	100.75	0.1%	13	0.1%	12.9%
Total of Education	100.75	0.1%	13	0.1%	12.9%

Turnover Rate by Job Class Series for Fiscal Year 2005

Group Name	Statewide Headcount	Statewide Percent of Population	Statewide Separations	Statewide Percent of Separations	Statewide Turnover Rate
Employment					
Employment Specialists	1,232.25	0.9%	239	1.0%	19.4%
Unemployment Insurance Claims Examiners	37.00	0.0%	4	0.0%	10.8%
Unemployment Insurance Specialists	92.50	0.1%	11	0.0%	11.9%
Total of Employment	1,361.75	1.0%	254	1.1%	18.7%
Engineering and Design					
Architects	58.50	0.0%	7	0.0%	12.0%
Drafting Technicians	13.00	0.0%	1	0.0%	7.7%
Engineering Aides	515.00	0.4%	146	0.6%	28.3%
Engineering Assistants	132.75	0.1%	29	0.1%	21.8%
Engineering Specialists	1,995.50	1.4%	158	0.7%	7.9%
Engineering Technicians	5,695.75	4.0%	616	2.6%	10.8%
Engineers	742.00	0.5%	62	0.3%	8.4%
Graphic Designers	37.75	0.0%	3	0.0%	7.9%
Project Design Assistants	10.50	0.0%	1	0.0%	9.5%
Total of Engineering and Design	9,200.75	6.5%	1,023	4.3%	11.1%
Accounting, Auditing, and Finance					
Accountants	1,660.75	1.2%	125	0.5%	7.5%
Accounts Examiners	717.75	0.5%	63	0.3%	8.8%
Auditors	1,152.75	0.8%	141	0.6%	12.2%
Budget Analysts	277.25	0.2%	20	0.1%	7.2%
Chief Investment Officers	2.00	0.0%	0	0.0%	0.0%
Chief Traders	1.00	0.0%	0	0.0%	0.0%
Financial Analysts	64.00	0.0%	3	0.0%	4.7%
Financial Examiners	318.00	0.2%	44	0.2%	13.8%
Investment Analysts	28.00	0.0%	2	0.0%	7.1%
Portfolio Managers	39.25	0.0%	4	0.0%	10.2%
Reimbursement Officers	114.00	0.1%	12	0.1%	10.5%
Taxpayer Compliance Officers	388.50	0.3%	43	0.2%	11.1%
Traders	5.75	0.0%	1	0.0%	17.4%
Total of Accounting, Auditing, and Finance	4,769.00	3.3%	458	1.9%	9.6%
Human Resources					
Human Resources Assistants/Specialists	749.50	0.5%	113	0.5%	15.1%
Training Assistants/Specialists	453.50	0.3%	62	0.3%	13.7%
Total for Human Resources	1,203.00	0.8%	175	0.7%	14.5%

Turnover Rate by Job Class Series for Fiscal Year 2005

Group Name	Statewide Headcount	Statewide Percent of Population	Statewide Separations	Statewide Percent of Separations	Statewide Turnover Rate
Information Technology					
ADP Equipment Operators	108.25	0.1%	7	0.0%	6.5%
ADP Record Control Clerks	29.00	0.0%	9	0.0%	31.0%
ADP Supervisors	28.75	0.0%	0	0.0%	0.0%
Business Continuity Coordinator	5.00	0.0%	1	0.0%	20.0%
Data Base Administrators	174.50	0.1%	18	0.1%	10.3%
Data Entry Operators	314.75	0.2%	41	0.2%	13.0%
Network Specialists	686.50	0.5%	54	0.2%	7.9%
Programmers	731.00	0.5%	87	0.4%	11.9%
Systems Analysts	2,197.25	1.5%	219	0.9%	10.0%
Systems Support Specialists	515.25	0.4%	41	0.2%	8.0%
Telecommunications Specialists	154.25	0.1%	17	0.1%	11.0%
Web Administrators	32.75	0.0%	3	0.0%	9.2%
Total for Information Technology	4,977.25	3.5%	497	2.1%	10.0%
Inspectors and Investigators					
Inspectors	901.75	0.6%	100	0.4%	11.1%
Investigators	936.25	0.7%	103	0.4%	11.0%
Sample Technicians	8.00	0.0%	0	0.0%	0.0%
Seed Technicians	18.75	0.0%	3	0.0%	16.0%
Total for Inspectors and Investigators	1,864.75	1.3%	206	0.9%	11.0%
Insurance					
Actuaries	29.25	0.0%	2	0.0%	6.8%
Insurance Specialists	187.00	0.1%	14	0.1%	7.5%
Insurance Technicians	10.25	0.0%	2	0.0%	19.5%
Retirement Systems Benefits Specialists	200.50	0.1%	31	0.1%	15.5%
Total for Insurance	427.00	0.3%	49	0.2%	11.5%
Land Surveying, Appraising, and Utilities					
Appraisers	95.50	0.1%	13	0.1%	13.6%
Land Surveyors	25.25	0.0%	2	0.0%	7.9%
Right of Way Agents	162.25	0.1%	21	0.1%	12.9%
Utility Specialists	22.25	0.0%	2	0.0%	9.0%
Total for Land Surveying, Appraising, and Utilities	305.25	0.2%	38	0.2%	12.4%

Turnover Rate by Job Class Series for Fiscal Year 2005

Group Name	Statewide Headcount	Statewide Percent of Population	Statewide Separations	Statewide Percent of Separations	Statewide Turnover Rate
Law Enforcement					
Agent Trainees	23.50	0.0%	1	0.0%	4.3%
Agents	156.00	0.1%	4	0.0%	2.6%
Captains, Public Safety	76.75	0.1%	6	0.0%	7.8%
Commanders, Public Safety	10.75	0.0%	1	0.0%	9.3%
Corporals, Public Safety	208.50	0.1%	11	0.0%	5.3%
Game Warden-Assistant Commanders/ Commanders	5.00	0.0%	0	0.0%	0.0%
Game Wardens	352.75	0.2%	11	0.0%	3.1%
Game Warden-Sergeants/Lieutenants/ Captains/Majors	75.50	0.1%	1	0.0%	1.3%
Internal Affairs (Supervisors/Managers/Admin./Dir.)	15.75	0.0%	1	0.0%	6.3%
Internal Affairs Investigator Trainees	9.50	0.0%	3	0.0%	31.6%
Internal Affairs Investigators	69.00	0.0%	5	0.0%	7.2%
Lieutenants, Public Safety	191.25	0.1%	8	0.0%	4.2%
Majors, Public Safety	15.75	0.0%	0	0.0%	0.0%
Pilot Investigators	23.00	0.0%	0	0.0%	0.0%
Public Safety Inspectors	12.00	0.0%	1	0.0%	8.3%
Sergeants, Public Safety	792.25	0.6%	24	0.1%	3.0%
Sergeants/Lieutenants/Captains/Majors, Alcohol Bev.	51.00	0.0%	2	0.0%	3.9%
Trainees/Probationary Game Wardens	55.50	0.0%	5	0.0%	9.0%
Trooper Trainees/Probationary Troopers	321.00	0.2%	51	0.2%	15.9%
Troopers	1,913.75	1.3%	105	0.4%	5.5%
Total Enforcement	4,378.50	3.1%	240	1.0%	5.5%
Legal					
Assistant Attorney Generals	660.00	0.5%	82	0.3%	12.4%
Attorneys	823.50	0.6%	123	0.5%	14.9%
Benefit Review Officers	33.00	0.0%	2	0.0%	6.1%
Chief Deputy Clerks	5.75	0.0%	0	0.0%	0.0%
Clerks of the Court	16.00	0.0%	3	0.0%	18.8%
Court Law Clerks	84.00	0.1%	65	0.3%	77.4%
Deputy Clerks	76.00	0.1%	16	0.1%	21.1%
General Counsels	91.00	0.1%	10	0.0%	11.0%
Hearings Reporters	6.00	0.0%	0	0.0%	0.0%
Judges	96.75	0.1%	9	0.0%	9.3%
Law Clerks	9.25	0.0%	26	0.1%	281.1%
Legal Assistants	329.25	0.2%	32	0.1%	9.7%

Turnover Rate by Job Class Series for Fiscal Year 2005

Group Name	Statewide Headcount	Statewide Percent of Population	Statewide Separations	Statewide Percent of Separations	Statewide Turnover Rate
Legal Secretaries	227.50	0.2%	26	0.1%	11.4%
Ombudsmen	71.75	0.1%	7	0.0%	9.8%
Title IV-D Masters	59.75	0.0%	1	0.0%	1.7%
Total for Legal	2,589.50	1.8%	402	1.7%	15.5%
Library and Records					
Archaeologists	17.00	0.0%	1	0.0%	5.9%
Archivists	10.25	0.0%	2	0.0%	19.5%
Exhibit Technicians	13.25	0.0%	3	0.0%	22.6%
Historians	13.00	0.0%	7	0.0%	53.8%
Librarians	113.25	0.1%	12	0.1%	10.6%
Library Assistants	24.75	0.0%	1	0.0%	4.0%
Museum Curators	2.25	0.0%	0	0.0%	0.0%
Total for Library and Records	193.75	0.1%	26	0.1%	13.4%
Maintenance					
Air Conditioning and Boiler Operators	56.00	0.0%	11	0.0%	19.6%
Aircraft Mechanics	4.00	0.0%	0	0.0%	0.0%
Aircraft Pilots	9.00	0.0%	0	0.0%	0.0%
Electricians	39.00	0.0%	8	0.0%	20.5%
HVAC Mechanics	88.75	0.1%	11	0.0%	12.4%
Machine Service Technicians	10.75	0.0%	1	0.0%	9.3%
Machinists	15.25	0.0%	1	0.0%	6.6%
Maintenance Assistants	13.75	0.0%	3	0.0%	21.8%
Maintenance Supervisors	1,205.25	0.8%	137	0.6%	11.4%
Maintenance Technicians	908.00	0.6%	118	0.5%	13.0%
Motor Vehicle Technicians	496.50	0.3%	88	0.4%	17.7%
Radio Communications Technicians	40.50	0.0%	6	0.0%	14.8%
Transportation Maintenance Specialists	694.25	0.5%	46	0.2%	6.6%
Vehicle Drivers	212.00	0.1%	32	0.1%	15.1%
Total for Maintenance	3,793.00	2.7%	462	2.0%	12.2%
Medical and Health					
Dental Assistants	19.75	0.0%	4	0.0%	20.3%
Dental Hygienists	13.00	0.0%	1	0.0%	7.7%
Dentists	13.75	0.0%	2	0.0%	14.5%
Dietetic Technicians	16.50	0.0%	0	0.0%	0.0%
Epidemiologists	74.25	0.1%	8	0.0%	10.8%
Laboratory Technicians	87.50	0.1%	15	0.1%	17.1%

Turnover Rate by Job Class Series for Fiscal Year 2005

Group Name	Statewide Headcount	Statewide Percent of Population	Statewide Separations	Statewide Percent of Separations	Statewide Turnover Rate
Licensed Vocational Nurses	1,102.50	0.8%	306	1.3%	27.8%
Medical Aides	140.00	0.1%	23	0.1%	16.4%
Medical Research Specialists	5.50	0.0%	1	0.0%	18.2%
Medical Technicians	10.75	0.0%	0	0.0%	0.0%
Medical Technologists	93.00	0.1%	7	0.0%	7.5%
Microbiologists	127.25	0.1%	11	0.0%	8.6%
Nurses	1,598.00	1.1%	370	1.6%	23.2%
Nutritionists	105.50	0.1%	13	0.1%	12.3%
Orthopedic Equipment Assistants/Technicians	44.00	0.0%	1	0.0%	2.3%
Pharmacists	75.75	0.1%	9	0.0%	11.9%
Pharmacy Technicians	79.25	0.1%	7	0.0%	8.8%
Physicians	97.00	0.1%	13	0.1%	13.4%
Psychiatrists	92.25	0.1%	13	0.1%	14.1%
Psychological Assistants/Associate Psychologists	227.50	0.2%	32	0.1%	14.1%
Psychologists	62.75	0.0%	9	0.0%	14.3%
Public Health Technicians	442.75	0.3%	67	0.3%	15.1%
Radiological Technologist Assistants/Technologists	17.25	0.0%	2	0.0%	11.6%
Registered Therapists Assistants/Therapists	161.50	0.1%	18	0.1%	11.1%
Respiratory Care Practitioners	9.00	0.0%	1	0.0%	11.1%
Therapist Technicians	910.50	0.6%	126	0.5%	13.8%
Veterinarians	36.75	0.0%	4	0.0%	10.9%
Total for Medical and Health	5,663.50	4.0%	1,063	4.5%	18.8%
Natural Resources					
Chemists	133.50	0.1%	15	0.1%	11.2%
Environmental Specialists	277.75	0.2%	21	0.1%	7.6%
Fish and Wildlife Technicians	204.75	0.1%	16	0.1%	7.8%
Geologist Assistants	4.00	0.0%	2	0.0%	50.0%
Geologists	129.00	0.1%	5	0.0%	3.9%
Hydrologists	72.00	0.1%	9	0.0%	12.5%
Hydrologist Assistants	3.00	0.0%	0	0.0%	0.0%
Natural Resources Specialists	1,002.00	0.7%	83	0.4%	8.3%
Park Managers	166.50	0.1%	9	0.0%	5.4%
Park Rangers	373.75	0.3%	50	0.2%	13.4%
Sanitarians	122.50	0.1%	12	0.1%	9.8%
Total for Natural Resources	2,488.75	1.7%	222	0.9%	8.9%

Turnover Rate by Job Class Series for Fiscal Year 2005

Group Name	Statewide Headcount	Statewide Percent of Population	Statewide Separations	Statewide Percent of Separations	Statewide Turnover Rate
Office Services					
Microfilm Camera Operators	33.00	0.0%	5	0.0%	15.2%
Micrographics Technicians	20.75	0.0%	0	0.0%	0.0%
Photographers	5.75	0.0%	2	0.0%	34.8%
Printing Services Technicians	152.75	0.1%	10	0.0%	6.5%
Total for Office Services	212.25	0.1%	17	0.1%	8.0%
Planning and Statistics					
Economists	47.00	0.0%	2	0.0%	4.3%
Planning Assistants/Planners	228.00	0.2%	29	0.1%	12.7%
Research Assistants	18.75	0.0%	3	0.0%	16.0%
Research Specialists	231.75	0.2%	20	0.1%	8.6%
Statisticians	32.75	0.0%	2	0.0%	6.1%
Total for Planning and Statistics	558.25	0.4%	56	0.2%	10.0%
Procedures and Information					
Audio Visual Technicians	18.00	0.0%	4	0.0%	22.2%
Information Specialists	419.25	0.3%	54	0.2%	12.9%
Marketing Specialists	43.75	0.0%	11	0.0%	25.1%
Methods and Procedures Specialists	26.25	0.0%	4	0.0%	15.2%
State Federal Relations Representatives	12.50	0.0%	0	0.0%	0.0%
Technical Writers	29.75	0.0%	4	0.0%	13.4%
Total for Procedures and Information	549.50	0.4%	77	0.3%	11.9%
Program Management					
Deputy Comptrollers	1.00	0.0%	0	0.0%	0.0%
Directors	1,787.25	1.3%	191	0.8%	10.7%
Managers	2,533.25	1.8%	282	1.2%	11.1%
Program Administrators	2,894.50	2.0%	290	1.2%	10.0%
Program Specialists	5,384.00	3.8%	558	2.4%	10.4%
Staff Services Officers	239.00	0.2%	30	0.1%	12.6%
Total for Program Management	12,839.00	9.0%	1,351	5.7%	10.5%
Property Management and Purchasing					
Contract Specialists	393.25	0.3%	34	0.1%	8.6%
Contract Technicians	144.50	0.1%	11	0.0%	7.6%
Inventory Coordinators	583.75	0.4%	66	0.3%	11.3%
Property Managers	31.25	0.0%	3	0.0%	9.6%
Purchasers	514.00	0.4%	44	0.2%	8.6%
Total for Property Management and Purchasing	1,666.75	1.2%	158	0.7%	9.5%

Turnover Rate by Job Class Series for Fiscal Year 2005

Group Name	Statewide Headcount	Statewide Percent of Population	Statewide Separations	Statewide Percent of Separations	Statewide Turnover Rate
Public Safety					
Breath Test Electronic Technicians	1.00	0.0%	0	0.0%	0.0%
Communications Center Specialists	5.50	0.0%	1	0.0%	18.2%
Crime Scene Photographers	4.00	0.0%	0	0.0%	0.0%
Criminalists	164.25	0.1%	14	0.1%	8.5%
DNA Index System Analysts	10.00	0.0%	0	0.0%	0.0%
Evidence/CODIS/DNA Technicians	30.50	0.0%	3	0.0%	9.8%
Fingerprint Technicians	45.50	0.0%	8	0.0%	17.6%
Latent Print Technicians	4.00	0.0%	0	0.0%	0.0%
Police Communications Operators	232.25	0.2%	38	0.2%	16.4%
Public Safety Records Technicians	88.50	0.1%	16	0.1%	18.1%
Security Officers	169.25	0.1%	34	0.1%	20.1%
Security Workers	270.25	0.2%	49	0.2%	18.1%
Total for Public Safety	1,025.00	0.7%	163	0.7%	15.9%
Social Services					
Case Managers	228.50	0.2%	26	0.1%	11.4%
Case Review Specialists	29.00	0.0%	2	0.0%	6.9%
Caseworkers	582.50	0.4%	161	0.7%	27.6%
Chaplaincy Services Assistants	1.50	0.0%	0	0.0%	0.0%
Chaplains	117.50	0.1%	13	0.1%	11.1%
Child Support Officers	1,249.25	0.9%	195	0.8%	15.6%
Child Support Technicians	424.50	0.3%	76	0.3%	17.9%
Clinical Social Workers	170.25	0.1%	29	0.1%	17.0%
Coordinators of Rehabilitation	38.00	0.0%	3	0.0%	7.9%
Disability Determination Examiners	534.00	0.4%	79	0.3%	14.8%
Human Services Quality Control Analysts	110.75	0.1%	13	0.1%	11.7%
Human Services Specialists	6,567.00	4.6%	883	3.7%	13.4%
Human Services Technicians	514.75	0.4%	62	0.3%	12.0%
Human Services Trainees	28.50	0.0%	11	0.0%	38.6%
Interpreters	18.75	0.0%	1	0.0%	5.3%
MHMR Services Aides/Assistants/Supervisors	9,662.50	6.8%	3,257	13.8%	33.7%
Protective Services Specialists	4,131.25	2.9%	1,188	5.0%	28.8%
Qualified Mental Retardation Professionals	209.00	0.1%	36	0.2%	17.2%
Recreation Program Specialists	65.75	0.0%	12	0.1%	18.3%
Rehabilitation Teachers	152.75	0.1%	19	0.1%	12.4%
Rehabilitation Technicians	56.50	0.0%	5	0.0%	8.8%

Turnover Rate by Job Class Series for Fiscal Year 2005

Group Name	Statewide Headcount	Statewide Percent of Population	Statewide Separations	Statewide Percent of Separations	Statewide Turnover Rate
Resident Specialists	253.00	0.2%	40	0.2%	15.8%
Substance Abuse Counselors	96.75	0.1%	24	0.1%	24.8%
Veterans Assistance Counselors	51.50	0.0%	9	0.0%	17.5%
Vocational Rehabilitation Counselors	515.25	0.4%	73	0.3%	14.2%
Volunteer Services Coordinators	87.50	0.1%	12	0.1%	13.7%
Total for Social Services	25,896.50	18.2%	6,229	26.4%	24.1%
Safety					
Rescue Specialists	31.75	0.0%	9	0.0%	28.3%
Risk Management Specialists	44.75	0.0%	5	0.0%	11.2%
Safety Officers	212.50	0.1%	24	0.1%	11.3%
Total for Safety	289.00	0.2%	38	0.2%	13.1%



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Turnover Demographics

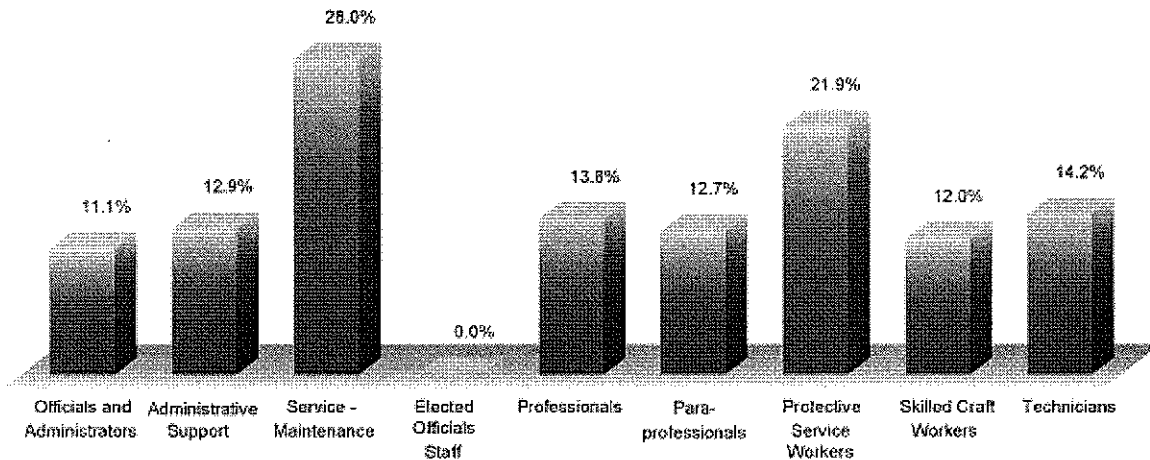
EMPLOYEE TURNOVER BY EEO CATEGORY

Overview

The turnover rate was highest in the Service-Maintenance category. The Protective Service Workers category had the highest percentage of statewide separations, as shown in the pie chart below. However, these two categories also had the highest number of involuntary separations.

[Link to description of EEOC Categories](#)

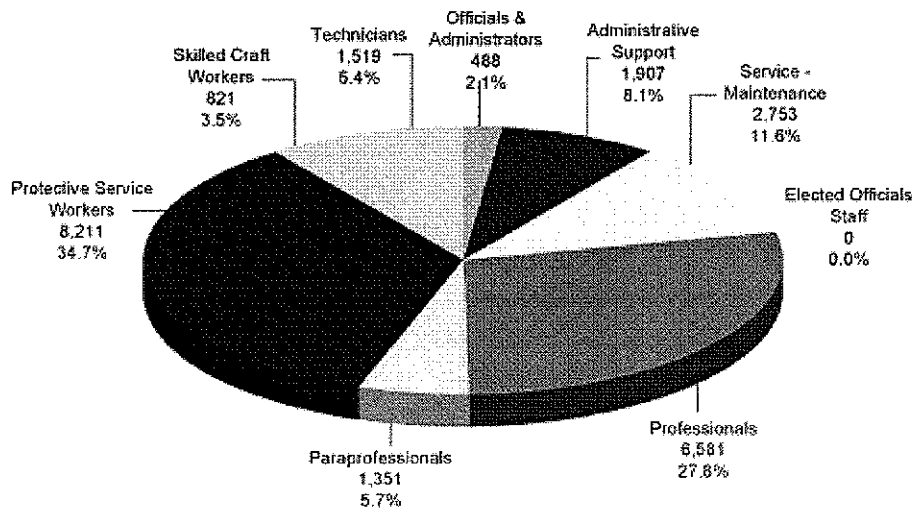
Turnover Rate by EEO Category Excluding Interagency Transfers for Fiscal Year 2005



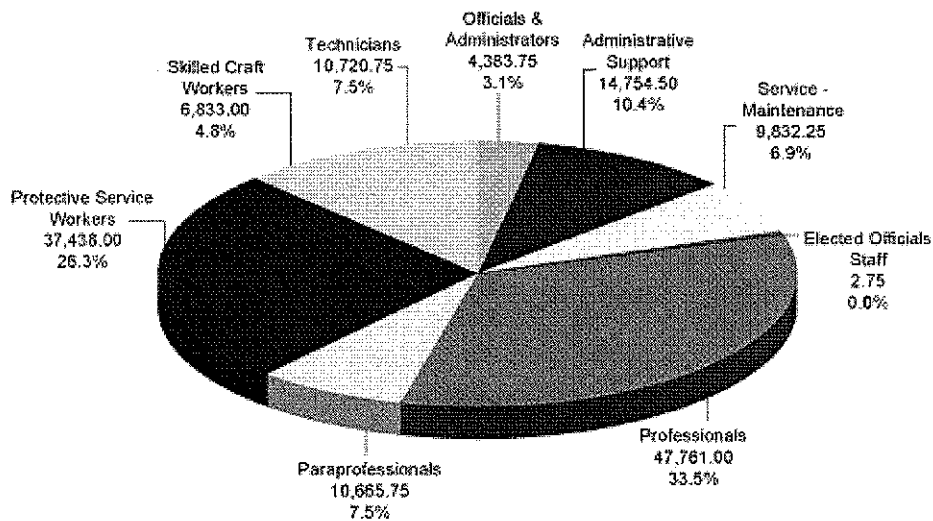
Statewide Separations Vs. Headcount

The first pie chart shows the number of separations per category, and the second pie chart shows the total number of employees in those categories statewide. A comparison of the two shows whether the number of separations is in line with the number of employees.

Statewide Separations 23,631



Statewide Headcount 142,391.75



Source: The Comptroller of Public Accounts' Human Resources Information System, Standardized Payroll/Personnel Reporting System, and Uniform Statewide Payroll/Personnel System. Represents classified, regular, full-time employees.

Purpose

This metric can be used as an indicator of potential problems within specific EEO job categories. This metric can also be a valuable tool when determining retention strategies and can be used to calculate turnover costs if an agency wishes to break the cost out in this manner.

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Workforce Planning

EEOC CATEGORIES

The Equal Employment Opportunities Act requires state and local governments file to file an EEO-4 report on an annual basis. Within the EEO reporting requirements employees must be counted by sex and race/ethnic category for each of the eight occupational categories listed below.

Officials and Administrators: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and-housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.

Professionals: Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.

Technicians: Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers and weighers), and kindred workers.

Administrative Support (Including Clerical and Sales): Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, clerk-typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.

Skilled Craft Workers: Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators,

and kindred workers.

Service/Maintenance Workers: Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.

Para-Professionals: Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Included: research assistants, medical aids, child support workers, policy auxiliary welfare service aids, recreation assistants, homemakers aides, home health aides, library assistants and clerks, ambulance drivers and attendants, and kindred workers.

Protective Service Workers: Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, fire fighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.



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Turnover Demographics

INTERAGENCY TRANSFERS

Overview

Our statewide analysis of turnover includes only employees who leave state government. However, 12.1 percent (3,253 employees) of total turnover involved interagency transfers. The number of employees transferring to other state agencies during this biennium has been higher than normal due to the large number of agencies that merged with existing agencies.

Small agencies had the highest percentage of interagency transfers in relation to their overall separations, as shown in the table below.

Agency Sizes	Total Separation	Separations due to Interagency Transfers	Interagency Transfers as a Percentage of Separations
Large	23,384	2,291	9.8%
Medium	2,928	749	25.6%
Small	572	213	37.2%
Total	26,884	3,253	12.1%

Source: The Comptroller of Public Accounts' Human Resources Information System, Standardized Payroll/Personnel Reporting System, and Uniform Statewide Payroll/Personnel System. Represents classified, regular, full-time employees.

The five occupational categories with the highest percentage of interagency transfers are as follows:

- Administrative Support
- Social Services
- Program Management
- Accounting, Auditing, and Finance
- Legal

Within those five occupational categories, the Accounting, Auditing, and Finance and the Legal occupational categories had the highest percentage of voluntary separations attributed to interagency transfers.

Occupational Category	Interagency Transfer within Each Occupational Category	Total Voluntary Turnover within Each Occupational Category	Percentage of Interagency Transfers to Voluntary Turnover
Administrative Support	737	2,593	28%
Program Management	483	1,741	28%
Social Services	505	5,288	10%
Accounting, Auditing, and Finance	264	667	40%
Legal	264	630	42%

Source: The Comptroller of Public Accounts' Human Resources Information System, Standardized Payroll/Personnel Reporting System, and

Uniform Statewide Payroll/Personnel System. Represents classified, regular, full-time employees.

Within these categories, accountants, auditors, and attorneys were the most likely to transfer to other agencies. However, the statewide turnover rate, which excludes interagency transfers, for these job classes is lower than the total statewide average (as shown within the [**Turnover Rate by Job Class Series Table**](#)).

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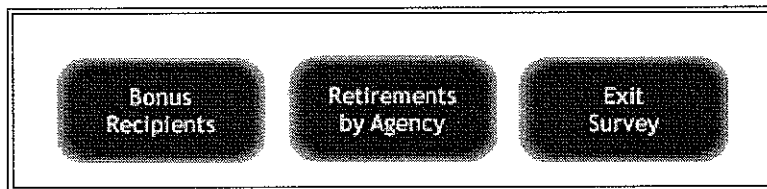
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FY2005 Employee Turnover Statistics

HIGHLIGHTED ANALYSIS

The following were selected as our topics of special interest in fiscal year 2005.



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Highlighted Analysis

BONUS RECIPIENTS

Overview

To enhance the recruitment or retention of personnel for certain classified employee positions, a state agency may provide recruitment and retention bonuses. In fiscal year 2005, fifty-five recruitment and retention bonuses were given to employees. This is up slightly from the amount given in fiscal year 2004.

Table 1

Number of Recruitment and Retention Bonuses Awarded in the Biennium

Year	Recruitment Bonus	Retention Bonus	Total
2005	9	46	55
2004	2	49	52

Source: The Comptroller of Public Accounts' Human Resources Information System, Standardized Payroll/Personnel Reporting System, and Uniform Statewide Payroll/Personnel System. Represents classified, regular, full-time employees.

On average, 90.6 percent of employees who received a recruitment or retention bonus during the biennium are still with the State.

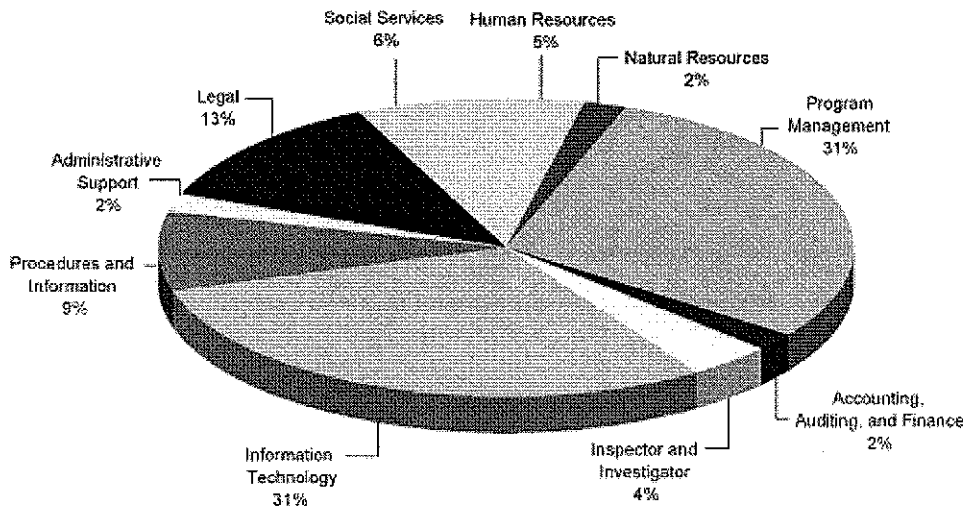
Table 2

Recruitment and Retention Bonus Recipients Who Are Still with the State

Year	Total Bonuses Awards	Number Who Have Stayed	Percentage
2005	55	53	96.4%
2004	51	43	84.3%

Source: The Comptroller of Public Accounts' Human Resources Information System, Standardized Payroll/Personnel Reporting System, and Uniform Statewide Payroll/Personnel System. Represents classified, regular, full-time employees.

The following chart shows the number of recruitment and retention bonuses given by occupational category. In fiscal year 2005, most of the bonuses awarded were in the Program Management and Information Technology occupational categories.



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Highlighted Analysis

RETIREMENTS BY AGENCY

Overview

The Texas Department of Criminal Justice and the Health and Human Services Commission had the largest percentage of retirements, making up 35 percent of total retirements.

There were 806 retirees who returned to their same agencies to date (October 2005). This is 20 percent of the total number of employees that retired in fiscal year 2005.

The State has seen an increase in the number of retirements over the last three years due to a legislative incentive passed during the 78th Legislative Session. This incentive offered employees a one-time payment if they retired when first eligible from August 31, 2003, through August 31, 2005. This incentive is not applicable to retirements occurring after August 31, 2005.

Retirements by Agency

Agency Number and Name	Number of Retirements	Percentage of Statewide Retirements
101 SENATE	11	0.3%
102 HOUSE OF REPRESENTATIVES	6	0.1%
103 TEXAS LEGISLATIVE COUNCIL	5	0.1%
104 LEGISLATIVE BUDGET BOARD	1	0.0%
116 SUNSET ADVISORY COMMISSION	2	0.0%
201 SUPREME COURT OF TEXAS	5	0.1%
212 OFFICE OF COURT ADMINISTRATION	5	0.1%
213 OFFICE OF STATE PROSECUTING ATTORNEY	1	0.0%
221 FIRST COURT OF APPEALS DISTRICT	3	0.1%
222 SECOND COURT OF APPEALS DISTRICT	1	0.0%
223 THIRD COURT OF APPEALS DISTRICT	1	0.0%
224 FOURTH COURT OF APPEALS DISTRICT	1	0.0%
225 FIFTH COURT OF APPEALS DISTRICT	2	0.0%
231 ELEVENTH COURT OF APPEALS DISTRICT	1	0.0%
241 COMPTROLLER OF PUBLIC ACCOUNTS, JUDICIARY SECTION	16	0.4%
300 GOVERNOR'S OFFICE, TRUSTEE PROGRAMS	3	0.1%
301 OFFICE OF THE GOVERNOR	7	0.2%
302 OFFICE OF THE ATTORNEY GENERAL	77	1.9%
303 TEXAS BUILDING AND PROCUREMENT COMMISSION	9	0.2%
304 COMPTROLLER OF PUBLIC ACCOUNTS	154	3.7%
305 GENERAL LAND OFFICE AND VETERAN'S LAND BOARD	11	0.3%

306	LIBRARY AND ARCHIVES COMMISSION	3	0.1%
307	SECRETARY OF STATE	6	0.1%
308	STATE AUDITOR'S OFFICE	9	0.2%
312	SECURITIES BOARD	1	0.0%
313	DEPARTMENT OF INFORMATION RESOURCES	12	0.3%
320	TEXAS WORKFORCE COMMISSION	173	4.2%
323	TEACHER RETIREMENT SYSTEM	17	0.4%
327	EMPLOYEES RETIREMENT SYSTEM	9	0.2%
329	REAL ESTATE COMMISSION	4	0.1%
332	DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS	12	0.3%
357	OFFICE OF RURAL COMMUNITY AFFAIRS	4	0.1%
360	STATE OFFICE OF ADMINISTRATIVE HEARINGS	1	0.0%
362	TEXAS LOTTERY COMMISSION	3	0.1%
401	ADJUTANT GENERAL	11	0.3%
403	TEXAS VETERANS COMMISSION	2	0.0%
405	DEPARTMENT OF PUBLIC SAFETY	158	3.8%
407	COMMISSION ON LAW ENFORCEMENT OFFICER STANDARDS AND EDUCATION	2	0.0%
411	TEXAS COMMISSION ON FIRE PROTECTION	1	0.0%
450	SAVINGS AND LOAN DEPARTMENT	1	0.0%
451	DEPARTMENT OF BANKING	4	0.1%
452	DEPARTMENT OF LICENSING AND REGULATION	2	0.0%
453	TEXAS WORKERS' COMPENSATION COMMISSION	29	0.7%
454	TEXAS DEPARTMENT OF INSURANCE	22	0.5%
455	RAILROAD COMMISSION	23	0.6%
457	BOARD OF PUBLIC ACCOUNTANCY	1	0.0%
458	ALCOHOLIC BEVERAGE COMMISSION	9	0.2%
459	BOARD OF ARCHITECTURAL EXAMINERS	1	0.0%
460	TEXAS BOARD OF PROFESSIONAL ENGINEERS	3	0.1%
472	TEXAS STRUCTURAL PEST CONTROL BOARD	1	0.0%
473	PUBLIC UTILITIES COMMISSION OF TEXAS	4	0.1%
475	OFFICE OF PUBLIC UTILITY COUNSEL	1	0.0%
476	TEXAS RACING COMMISSION	2	0.0%
477	COMMISSION ON STATE EMERGENCY COMMUNICATION	1	0.0%
479	OFFICE OF RISK MANAGEMENT	1	0.0%
502	BOARD OF BARBER EXAMINERS	2	0.0%
503	BOARD OF MEDICAL EXAMINERS	1	0.0%
504	BOARD OF DENTAL EXAMINERS	1	0.0%
505	TEXAS COSMETOLOGY COMMISSION	1	0.0%
507	BOARD OF NURSE EXAMINERS	2	0.0%
529	HEALTH AND HUMAN SERVICES COMMISSION	458	11.1%
530	DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES	173	4.2%
537	DEPARTMENT OF STATE HEALTH SERVICES	361	8.8%
538	DEPARTMENT OF ASSISTIVE AND REHABILITATIVE SERVICES	105	2.6%
539	DEPARTMENT OF AGING AND DISABILTY SERVICES	383	9.3%
551	DEPARTMENT OF AGRICULTURE	19	0.5%
554	TEXAS ANIMAL HEALTH COMMISSION	8	0.2%
580	WATER DEVELOPMENT BOARD	8	0.2%
582	TEXAS COMMISSION ON ENVIRONMENTAL QUALITY	67	1.6%
601	TEXAS DEPARTMENT OF TRANSPORTATION	388	9.4%
665	TEXAS JUVENILE PROBATION COMMISSION	1	0.0%
694	TEXAS YOUTH COMMISSION	99	2.4%
696	TEXAS DEPARTMENT OF CRIMINAL JUSTICE	984	23.9%

701	TEXAS EDUCATION AGENCY	37	0.9%
705	BOARD FOR EDUCATOR CERTIFICATION	2	0.0%
771	SCHOOL FOR THE BLIND AND VISUALLY IMPAIRED	22	0.5%
772	SCHOOL FOR THE DEAF	21	0.5%
781	TEXAS HIGHER EDUCATION COORDINATING BOARD	12	0.3%
802	PARKS AND WILDLIFE DEPARTMENT	94	2.3%
808	TEXAS HISTORICAL COMMISSION	2	0.0%
809	STATE PRESERVATION BOARD	4	0.1%
813	TEXAS COMMISSION ON THE ARTS	1	0.0%
Total Statewide Retirements		4,111	100.0%
Number that Returned to Same Agency		806	19.6%
		Total	4,111.00

Total retirements for the two agencies with the highest number of retirees.

529	HEALTH AND HUMAN SERVICES COMMISSION	458	11.1%
696	TEXAS DEPARTMENT OF CRIMINAL JUSTICE	984	23.9%
Total		1,442.00	35.1%

Source: The Comptroller of Public Accounts' Human Resource Information System and Uniform Statewide Payroll/Personnel System. Represents classified, regular, full time employees.

Purpose

To document the number of retirements by all agencies and employees, including part-time and non-classified

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John Keel, CPA

Turnover Resources

EXIT SURVEY RESULTS

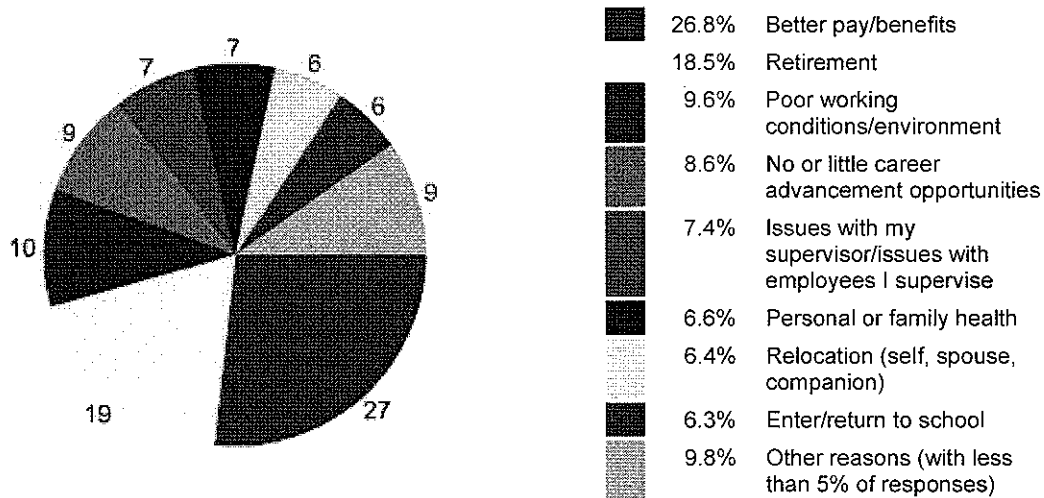
In 2001, State Legislators added **Section 651.007** to the Texas Government Code. The statute required the State Auditor's Office (SAO) to develop an Employee Exit Survey. The Exit Survey is an online system available to provide employees that separate from state employment voluntarily an opportunity to provide feedback (<https://www.sao.state.tx.us/apps/exit/>). During fiscal year 2005, a total of 4,053 employees completed the survey. This number includes all employee types (for example, classified full-time, classified part-time, non-classified full-time, and part-time). By studying this valuable information, the State hopes that agencies will be able to identify and plan strategies that will lead to a decrease in the State's turnover rate.



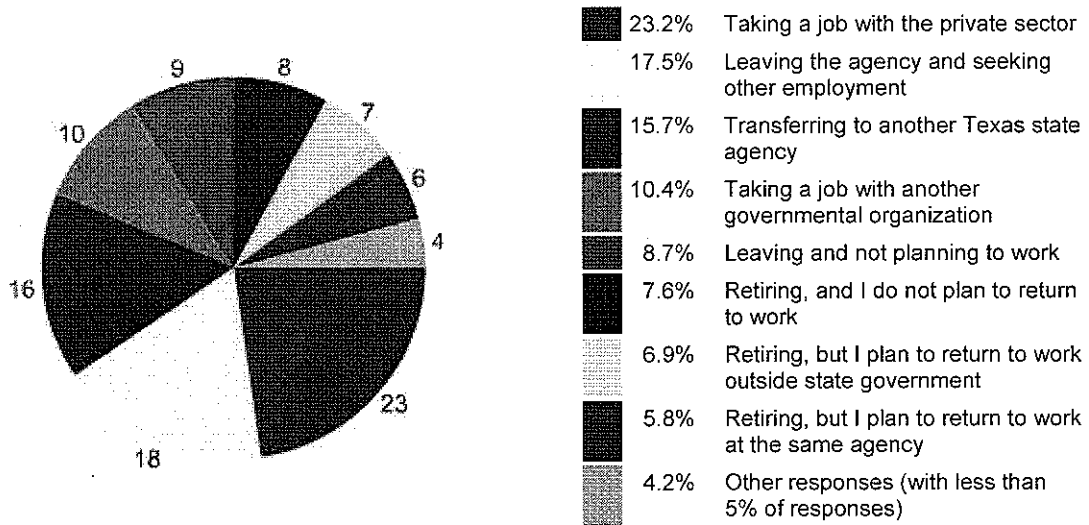
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State of Texas Employee Exit Survey Aggregate Results – Fiscal Year 2005

1. Why are you leaving? Sorted by frequency, descending	Number of Responses	Percent of Responses
Better pay/benefits	1,086	26.8
Retirement	751	18.5
Poor working conditions/environment	390	9.6
No or little career advancement opportunities	347	8.6
Issues with my supervisor/issues with employees I supervise	299	7.4
Personal or family health	267	6.6
Relocation (self, spouse, companion)	259	6.4
Enter/return to school	257	6.3
Location/transportation issues	97	2.4
Child care/elder care issues	75	1.9
Other	72	1.8
Self-employment	50	1.2
Relationship with co-workers	42	1.0
Inadequate training	34	0.8
Inadequate work resources	27	0.7
Total Responding	4,053	100%



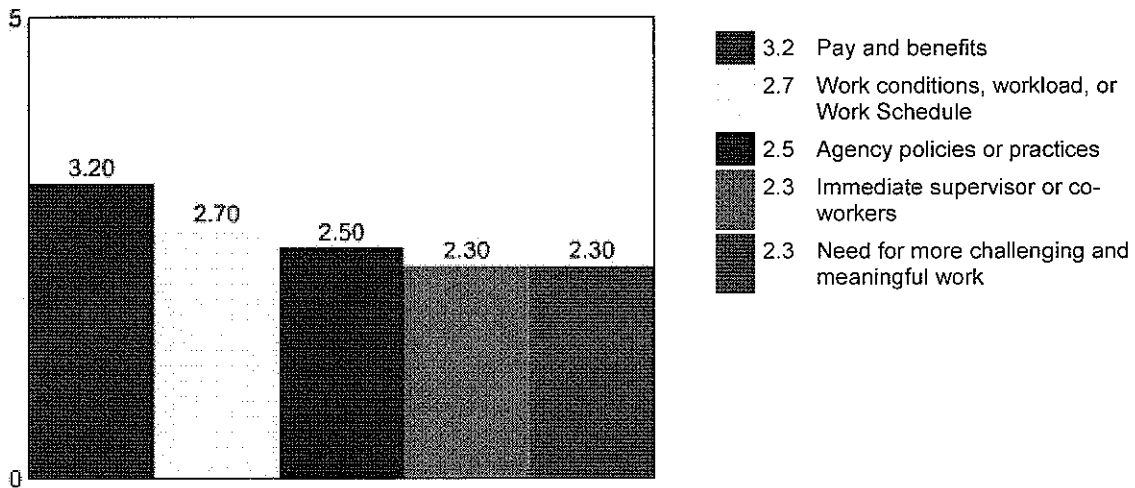
2. Where are you going? Sorted by frequency, descending	Number of Responses	Percent of Responses
Taking a job with the private sector	941	23.2
Leaving the agency and seeking other employment	710	17.5
Transferring to another Texas state agency	635	15.7
Taking a job with another governmental organization	421	10.4
Leaving and not planning to work	354	8.7
Retiring, and I do not plan to return to work	309	7.6
Retiring, but I plan to return to work outside state government	281	6.9
Retiring, but I plan to return to work at the same agency	236	5.8
Becoming self-employed	123	3.0
Retiring, but I plan to return to work with another state agency	43	1.1
Leaving because of health concerns	0	0.0
Total Responding	4,053	100%



3. To what extent did each item below influence your decision to leave the agency?

Sorted by average, descending

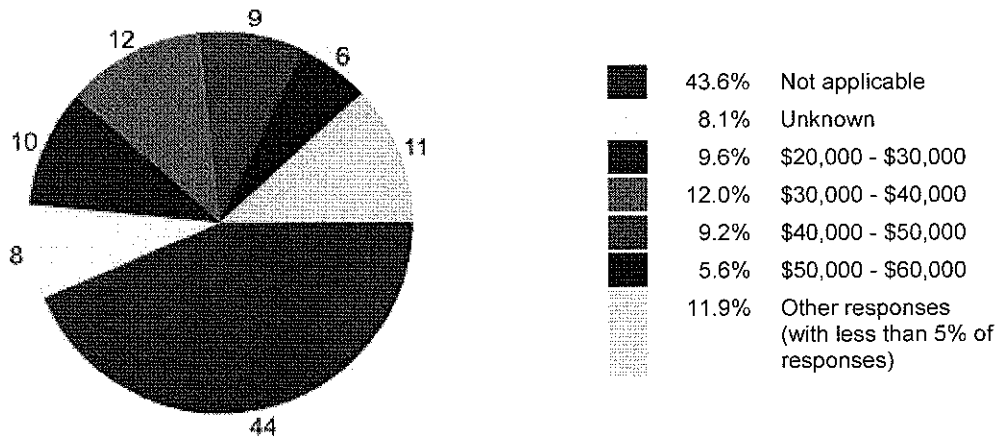
Averages are computed on a 5-point scale: 1- Very Little Extent, 2- Little Extent, 3- Some Extent, 4- Great Extent, 5- Very Great Extent.		
	Average	Number of Responses
Pay and benefits	3.2	3,861
Work Conditions, workload, or work schedule	2.7	3,837
Agency policies or practices	2.5	3,839
Immediate supervisor or co-workers	2.3	3,818
Need for more challenging and meaningful work	2.3	3,784



Salary Information

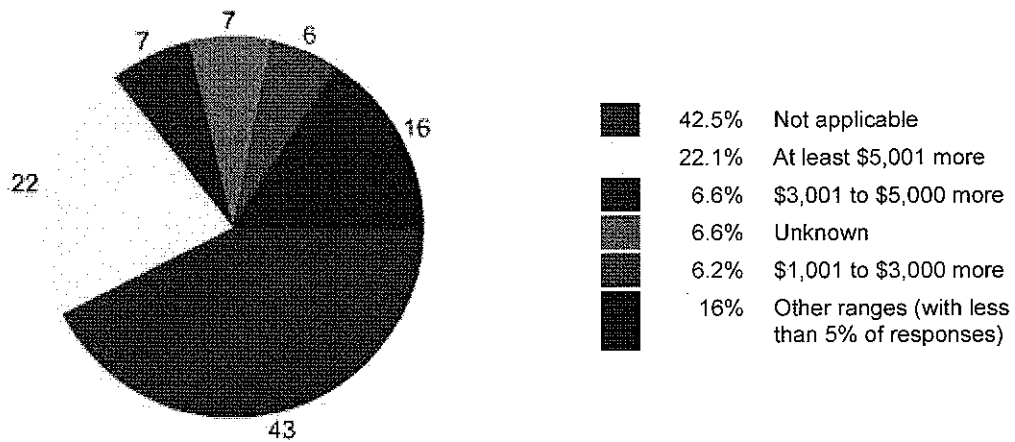
Note: Percentages given refer to the percentage of responses in that salary range **where a salary figure was given**. Respondents could answer "Not applicable" only if they answered that they were "retiring and not returning to work," "leaving and not planning to work," or "leaving the agency and seeking other employment."

4. What will your new salary be?	Number of Responses	Percent of Responses
Not applicable	1,663	43.6
Unknown	309	8.1
Less than \$20,000	87	2.3
\$20,000 - \$30,000	367	9.6
\$30,000 - \$40,000	456	12.0
\$40,000 - \$50,000	352	9.2
\$50,000 - \$60,000	214	5.6
\$60,000 - \$70,000	159	4.2
\$70,000 - \$80,000	84	2.2
More than \$80,000	124	3.3
Total Responding	3,815	100%



Note: Percentages given were calculated based on the number of responses for the various ranges **where this question was answered**. Respondents could answer "Not applicable" only if they answered that they were "retiring and not returning to work," "leaving and not planning to work," or "leaving the agency and seeking other employment."

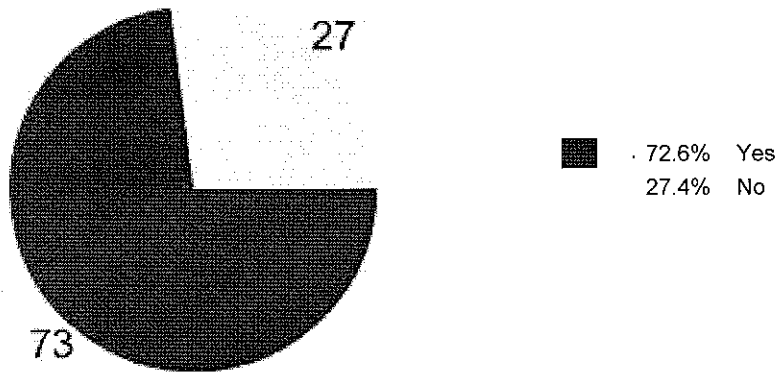
5. Compared to your current annual salary, what is the annual salary of your new job? Sorted by frequency, descending	Number of Responses	Percent of Responses
Not applicable	1,676	42.5
At least \$5,001 more	872	22.1
\$3,001 to \$5,000 more	261	6.6
Unknown	260	6.6
\$1,001 to \$3,000 more	244	6.2
\$1 to \$1,000 more	156	4.0
Same as my current annual salary	138	3.5
\$1,000 to \$2,999 less	107	2.7
At least \$5,000 less	103	2.6
\$3,000 to \$4,999 less	67	1.7
\$1 to \$999 less	58	1.5
Total Responding	3,942	100%



Agency Feedback

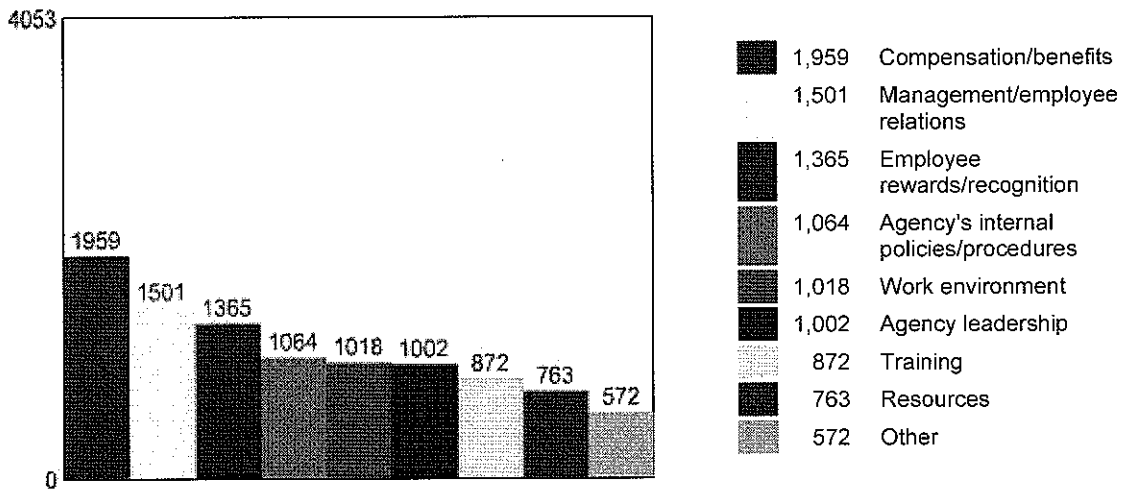
Note: Percentages given in the following table refer to the percentage of responses where agency feedback was given.

6. Would you want to work for this agency again in the future?	Number of Responses	Percent of Responses
Yes	2,889	72.6
No	1,089	27.4
Undecided	0	0.0
Total Responding	3,978	100%



Note: Respondents could check more than one answer for the following question. Thus, the percentages given in the following table refer to the **percentage of survey respondents who checked those options**. Because the percentages listed are based on the number of **respondents**, not **responses** to the question, the figures in this chart's percentage column do not total 100%.

7. What areas would you like to change in your agency?	Number of Responses	Percent of Responses
Compensation/benefits	1,959	48.3
Management/employee relations	1,501	37.0
Employee rewards/recognition	1,365	33.7
Agency's internal policies/procedures	1,064	26.3
Work environment	1,018	25.1
Agency leadership	1,002	24.7
Training	872	21.5
Resources	763	18.8
Other	572	14.1



Note: The blocks and figures along the X axis illustrate the number of respondents who checked that option for this question. The scale is based on the total number of respondents.

State of Texas Employee Exit Survey: By Gender

Note: Percentages calculated in the following chart(s) are based on the numbers of responses for which the corresponding question was answered and for which the gender of the respondent was available.

Why are you leaving?

Sorted by frequency, descending

N: Number of individuals of the corresponding gender who checked that reason as their most important reason for leaving.

%: Percentage of respondents of the corresponding gender who made that response, where gender is known.

Response	Gender					
	Male		Female		Both Genders	
	N	%	N	%	N	%
Better pay/benefits	549	34.2	525	21.9	1,074	26.9
Retirement	315	19.7	424	17.7	739	18.5
Poor working conditions/environment	114	7.1	269	11.2	383	9.6
No or little career advancement opportunities	135	8.4	205	8.6	340	8.5
Issues with my supervisor/issues with employees I supervise	112	7.0	182	7.6	294	7.4
Personal or family health	83	5.2	178	7.4	261	6.5
Relocation (self, spouse, companion)	70	4.4	187	7.8	257	6.4
Enter/return to school	96	6.0	159	6.6	255	6.4
Location/transportation issues	29	1.8	67	2.8	96	2.4
Child care/elder care issues	8	0.5	67	2.8	75	1.9
Other	21	1.3	51	2.1	72	1.8
Self-employment	29	1.8	21	0.9	50	1.3
Relationship with co-workers	17	1.1	25	1.0	42	1.1
Inadequate training	14	0.9	20	0.8	34	0.9
Inadequate work resources	11	0.7	15	0.6	26	0.7
Total	1,603	100%	2,395	100%	3,998	100%

State of Texas Employee Exit Survey: By Age

Note: Percentages calculated in the following chart(s) are based on the numbers of responses for which the corresponding question was answered and the age range of the respondent was available. In addition, **only the age ranges for which a response was recorded are shown.**

Why are you leaving?

Sorted by frequency, descending

N: Number of individuals in the corresponding age group who checked that reason as their most important reason for leaving.
%: Percentage of respondents in the corresponding age group who selected that reason, **where age is known.**

Response	Age														All Ages	
	< 25		25-29		30-39		40-49		50-59		60-69		70+			
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Better pay / benefits	69	19.2	207	34.9	391	38.1	247	31.7	143	14.8	14	5.3	3	25.0	1074	26.9
Retirement	0	0	0	0	3	0.3	62	8.0	498	51.6	169	64.5	7	58.3	739	18.5
Poor working conditions / environment	34	9.4	61	10.3	115	11.2	89	11.4	66	6.8	18	6.9	0	0	383	9.6
No or little career advancement opportunities	18	5.0	75	12.6	118	11.5	75	9.6	47	4.9	7	2.7	0	0	340	8.5
Issues with my supervisor / Issues with employees I supervise	18	5.0	39	6.6	84	8.2	75	9.6	57	5.9	21	8.0	0	0	294	7.4
Personal or family health	32	8.9	33	5.6	59	5.7	63	8.1	60	6.2	14	5.3	0	0	261	6.5
Relocation (self, spouse, companion)	32	8.9	65	11.0	78	7.6	55	7.1	25	2.6	2	0.8	0	0	257	6.4
Enter/Return to school	123	34.2	60	10.1	48	4.7	18	2.3	5	0.5	1	0.4	0	0	255	6.4
Location/transportation issues	13	3.6	8	1.3	34	3.3	25	3.2	11	1.1	5	1.9	0	0	96	2.4
Child care/Elder care issues	6	1.7	14	2.4	32	3.1	16	2.1	6	0.6	1	0.4	0	0	75	1.9
Other	5	1.4	5	0.8	20	1.9	16	2.1	21	2.2	5	1.9	0	0	72	1.8
Self-employment	1	0.3	4	0.7	19	1.9	18	2.3	6	0.6	2	0.8	0	0	50	1.3
Relationship with co-workers	4	1.1	9	1.5	12	1.2	8	1.0	7	0.7	1	0.4	1	8.3	42	1.1
Inadequate training	3	0.8	9	1.5	9	0.9	8	1.0	4	0.4	0	0	1	8.3	34	0.9
Inadequate work resources	2	0.6	4	0.7	5	0.5	4	0.5	9	0.9	2	0.8	0	0	26	0.7
Total	360	100%	593	100%	1027	100%	779	100%	965	100%	262	100%	12	100%	3998	100%

State of Texas Employee Exit Survey: By Ethnicity

Note: Percentages calculated in the following chart(s) are based on the numbers of responses for which the corresponding question was answered and the ethnicity of the respondent was available.

Why are you leaving?

Sorted by frequency, descending

N: Number of respondents of the corresponding ethnicity who selected that reason for leaving as most important.

%: Percentage of respondents of the corresponding ethnicity who made that response, where ethnicity is known.

Response	Ethnicity													
	Asian		American Indian		Black		White		Hispanic		Other		All Ethnicities	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Better pay / benefits	24	32.9	12	31.6	150	27.4	651	25.3	237	30.9	0	0	1074	26.9
Retirement	5	6.8	11	28.9	49	8.9	567	22.1	107	13.9	0	0	739	18.5
Poor working conditions / environment	3	4.1	5	13.2	51	9.3	247	9.6	76	9.9	1	100	383	9.6
No or little career advancement opportunities	15	20.5	2	5.3	45	8.2	209	8.1	69	9.0	0	0	340	8.5
Issues with my supervisor / Issues with employees I supervise	3	4.1	1	2.6	44	8.0	201	7.8	45	5.9	0	0	294	7.4
Personal or family health	3	4.1	1	2.6	56	10.2	146	5.7	55	7.2	0	0	261	6.5
Relocation (self, spouse, companion)	7	9.6	1	2.6	48	8.8	158	6.1	43	5.6	0	0	257	6.4
Enter/Return to school	8	11.0	1	2.6	46	8.4	133	5.2	67	8.7	0	0	255	6.4
Location/transportation issues	2	2.7	0	0	14	2.6	62	2.4	18	2.3	0	0	96	2.4
Child care/Elder care issues	1	1.4	0	0	11	2.0	47	1.8	16	2.1	0	0	75	1.9
Other	1	1.4	1	2.6	10	1.8	51	2.0	9	1.2	0	0	72	1.8
Self-employment	0	0	1	2.6	7	1.3	34	1.3	8	1.0	0	0	50	1.3
Relationship with co-workers	0	0	2	5.3	7	1.3	28	1.1	5	0.7	0	0	42	1.1
Inadequate training	1	1.4	0	0	5	0.9	18	0.7	10	1.3	0	0	34	0.9
Inadequate work resources	0	0	0	0	5	0.9	18	0.7	3	0.4	0	0	26	0.7
Total	73	100%	38	100%	548	100%	2570	100%	768	100%	1	100%	3998	100%

State of Texas Employee Exit Survey: By Length of Agency Service

Note: Percentages calculated in the following chart(s) are based on the numbers of responses for which the corresponding question was answered and the respondent's length of agency service was available. In addition, only the ranges of length of service for which a response was recorded are shown.

Why are you leaving?

Sorted by frequency, descending

N: Number of individuals with the corresponding length of agency service who checked that reason as most important.

%: Percentage of respondents with the corresponding length of agency service who gave that response, where the length of agency service is known.

Response	Length of Agency Service (years)																		All Ranges			
	<1		1-2		2-4		5-9		10-14		15-19		20-24		25-29		30-34		35+			
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Better pay / benefits	331	29.2	178	37.8	269	32.1	162	27.7	76	20.6	29	17.1	17	10.5	8	4.4	4	5.1	0	0	1074	26.9
Retirement	83	7.3	13	2.8	25	3.0	79	13.5	107	29.0	84	49.4	128	79.0	145	80.6	67	84.8	8	88.9	739	18.5
Poor working conditions / environment	112	9.9	46	9.8	105	12.5	68	11.6	26	7.0	15	8.8	4	2.5	5	2.8	2	2.5	0	0	383	9.6
No or little career advancement opportunities	66	5.8	46	9.8	113	13.5	66	11.3	30	8.1	5	2.9	2	1.2	11	6.1	1	1.3	0	0	340	8.5
Issues with my supervisor / Issues with employees I supervise	72	6.3	42	8.9	72	8.6	53	9.1	31	8.4	14	8.2	1	0.6	5	2.8	3	3.8	1	11.1	294	7.4
Personal or family health	109	9.6	31	6.6	50	6.0	37	6.3	26	7.0	5	2.9	2	1.2	1	0.6	0	0	0	0	261	6.5
Relocation (self, spouse, companion)	72	6.3	37	7.9	74	8.8	44	7.5	25	6.8	4	2.4	1	0.6	0	0	0	0	0	0	257	6.4
Enter/Return to school	142	12.5	25	5.3	54	6.4	21	3.6	12	3.3	0	0	1	0.6	0	0	0	0	0	0	255	6.4
Location/transportation issues	38	3.3	18	3.8	14	1.7	11	1.9	10	2.7	3	1.8	1	0.6	1	0.6	0	0	0	0	96	2.4
Child care/Elder care issues	22	1.9	8	1.7	20	2.4	15	2.6	6	1.6	2	1.2	1	0.6	1	0.6	0	0	0	0	76	1.9
Other	26	2.3	7	1.5	11	1.3	10	1.7	8	2.2	5	2.9	2	1.2	2	1.1	1	1.3	0	0	72	1.8
Self-employment	14	1.2	7	1.5	9	1.1	10	1.7	7	1.9	2	1.2	1	0.6	0	0	0	0	0	0	50	1.3
Relationship with co-workers	17	1.5	7	1.5	6	0.7	5	0.9	3	0.8	1	0.6	1	0.6	1	0.6	1	1.3	0	0	42	1.1
Inadequate training	23	2.0	3	0.6	8	1.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	34	0.9
Inadequate work resources	8	0.7	3	0.6	8	1.0	4	0.7	2	0.5	1	0.6	0	0	0	0	0	0	0	0	26	0.7
Total	1135	100%	471	100%	838	100%	585	100%	369	100%	170	100%	162	100%	180	100%	79	100%	9	100%	3988	100%

State of Texas Employee Exit Survey: By Job Title

Note: These results are based on job titles provided by the agencies' own Human Resources Administrators.

A total of **532 job titles** are represented by the responses to this survey during this time period. This chart lists the figures for the top five job titles responding. Because not all the job titles responding are shown, the percentages for a row do not necessarily total 100%.

Why are you leaving?												
Sorted by frequency, descending												
N: Number of individuals holding the corresponding job title who checked that reason for leaving as most important.												
%: Percentage of respondents holding the corresponding job title who made that response.												
Response	Job Title											
	Correctional Officer III (134)		MHMR Services Asst. I (130)		Admin. Asst. II (127)		Protective Services Spec. II (92)		Human Services Spec. III (91)		All Titles	
	N	%	N	%	N	%	N	%	N	%	N	%
Better pay / benefits	38	28.4	29	22.3	40	31.5	10	10.9	16	17.6	1086	26.8
Retirement	2	1.5	5	3.8	11	8.7	0	0	13	14.3	751	18.5
Poor working conditions / environment	24	17.9	10	7.7	6	4.7	40	43.5	30	33.0	390	9.6
No or little career advancement opportunities	2	1.5	7	5.4	16	12.6	2	2.2	8	8.8	347	8.6
Issues with my supervisor / Issues with employees I supervise	15	11.2	8	6.2	8	6.3	13	14.1	2	2.2	299	7.4
Personal or family health	16	11.9	23	17.7	9	7.1	6	6.5	11	12.1	267	6.6
Relocation (self, spouse, companion)	11	8.2	17	13.1	10	7.9	3	3.3	4	4.4	259	6.4
Enter/Return to school	10	7.5	16	12.3	6	4.7	5	5.4	5	5.5	257	6.3
Location/transportation issues	8	6.0	6	4.6	5	3.9	0	0	0	0	97	2.4
Child care/Elder care issues	2	1.5	4	3.1	5	3.9	3	3.3	1	1.1	75	1.9
Other	1	0.7	0	0	6	4.7	2	2.2	1	1.1	72	1.8
Self-employment	3	2.2	2	1.5	2	1.6	0	0	0	0	50	1.2
Relationship with co-workers	2	1.5	3	2.3	3	2.4	1	1.1	0	0	42	1.0
Inadequate training	0	0	0	0	0	0	5	5.4	0	0	34	0.8
Inadequate work resources	0	0	0	0	0	0	2	2.2	0	0	27	0.7
Total	134	100%	130	100%	127	100%	92	100%	91	100%	4053	100%



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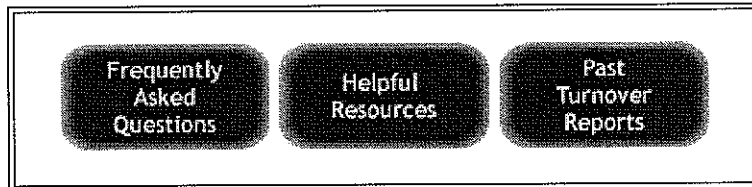
John Keel, CPA

Employee Turnover Statistics

TURNOVER RESOURCES

To reduce turnover, consider a coordinated effort that includes both monetary and non-monetary rewards. This page contains valuable information to assist agencies in that effort. It includes benchmark data on retention strategies and on how to use turnover calculators, as well as links to systems and past turnover reports.

A password is required for agency access to the exit survey.



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John Keel, CPA

Turnover Resources

FREQUENTLY ASKED QUESTIONS

How do I calculate the turnover rate?

The turnover rate is calculated by dividing the total number of separations by the average annual headcount.

Is this turnover calculation method readily accepted in the business community?

Yes, both the Bureau of National Affairs and the Saratoga Institute use this calculation to determine turnover rates.

How do I determine the average annual headcount?

To determine the average annual headcount for full-time classified employees for a fiscal year, you would include all employees who worked at any time during the quarter and then average the quarterly headcount totals for an average annual headcount. For example:

Quarters	Full-Time Classified Employees Working Throughout the Quarter
First Quarter	101
Second Quarter	99
Third Quarter	98
Fourth Quarter	102
Sum of the Quarters	400
Average Headcount for Full-Time Classified Employees for the Fiscal Year	$400 \div 4 = 100$

What types of employees are included in the turnover numbers?

The online turnover report contains information on classified, regular, full-time employees unless otherwise stated.

Can turnover be calculated for all types of employees (exempt, temporary, and/or part-time), not just full-time classified employees?

Yes, turnover can be calculated for all types of employees. The same methodology would be used in calculating turnover for all other types of employees. However for purposes of the turnover report, turnover is calculated only for full-time classified employees unless otherwise stated.

How do I determine how my agency compares with other agencies?

To determine how your agency compares with other agencies, you can review certain turnover statistics that have been calculated. You may compare your agency's turnover statistics with the following:

- The overall statewide turnover rate
- The turnover rate of other agencies within your agency's General Appropriations Act article
- The turnover rate for other agencies of your agency's size (large, medium, and small)

This information can be gathered by reviewing the fiscal year 2005 online turnover report, or you may access this information online from the Employee Classification System (E-Class) located at

<https://sao.hr.state.tx.us/apps/eclass/>.

Why is it important to review and monitor employee turnover?

Monitoring employee turnover allows the State to evaluate and analyze trends in state employment and to address the causes of turnover.

Where do you get the data used to complete the turnover report?

The report is prepared from quarterly and year-end summary information received from the Comptroller of Public Accounts' Human Resources Information System (HRIS), Standardized Payroll/Personnel Reporting System (SPRS), and Uniform Statewide Payroll/Personnel System (USPS). The data are self-reported by state agencies.

What were the results of the online exit survey for fiscal year 2005?

In fiscal year 2005, 4,053 employees took the exit survey. The top three reasons identified for leaving state employment were:

- Better pay/benefits
- Retirement
- Poor working conditions/environment

The survey is offered to all employees who voluntarily decide to leave an agency. These employees also include those who voluntarily transfer and those who retire.

Can the turnover statistics be analyzed in ways other than statewide numbers?

Yes, the turnover statistics can be reviewed in the following ways:

- By age
- By gender
- By ethnicity
- By salary schedule
- By region/county
- By occupational category/job class series
- By Fair Labor Standards Act (FLSA) status
- By Equal Employment Opportunity (EEO) category
- By article/agency
- By agency size
- By length of agency service

My agency keeps its own turnover data, and our numbers do not match the numbers that are being

reported in your online report. Could you explain what the reason may be?

There could be several reasons the numbers may not match exactly. First, we report the turnover rate for only full-time classified employees at the agency level. If you are including exempt, temporary, and/or part-time employees in your overall turnover number, then your number will not match. Second, we are reporting this information as of a certain point in time. Updates in the system could cause the turnover numbers to change slightly.

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John Keel, CPA

Turnover Resources

HELPFUL RESOURCES

We are providing other resources with useful information related to recruitment and retention strategies. This listing does not constitute any official recommendation for or endorsement by the Texas State Auditor's Office.

Online Resources

[Best Practices, Employee Retention](#)

[Employee Retention](#)

[Employee Turnover – A Critical Human Resource Benchmark](#)

[Keeping Your Top People](#)

[More Companies Eye Retention Strategies](#)

[Retention Strategies Focus on Education](#)

Books

Ahrlichs, Nancy S., *Competing for Talent: Key Recruitment and Retention Strategies for Becoming an Employer of Choice*, Davies-Black Publishing, 2000.

Arthur, Diane, *The Employee Recruitment & Retention Handbook*, AMACOM, 2001.

Branham, F. Leigh, *Keeping the People Who Keep You in Business: 24 Ways to Hang on to Your Most Valuable Talent*, AMACOM, 2000.

Cappelli, Peter and Ibarra, Herminia, *Harvard Business Review on Finding & Keeping the Best People*, Harvard Business School Press, 2001.

Crandall, N. Fredric and Wallace, Marc J., *The Headcount Solution: How to Cut Compensation Costs and Keep Your Best People*, McGraw-Hill, 2003.

Glanz, Barbara, *Handle with Care: Motivating and Retaining Employees*, McGraw-Hill, 2002.

Herman, Roger E. and Gioia, Joyce L., *How to Become an Employer of Choice*, Oak Hill Publishing, 2000.

"HR How-To: Employee Retention," CCH Inc., 2002.

Kaye, Beverly L. and Jordan-Evans, Sharon, *Love 'Em or Lose 'Em: Getting Good People to Stay*, Berrett-Koehler Publishers, Inc., 2002.

Phillips, Jack J. and Connell, Adele O., *Managing Employee Retention: A Strategic Accountability Approach*, Butterworth-Heinemann, 2003.

Retention Practices Survey, Society for Human Resources Management Survey Program, Society for Human Resource Management, 2000.

Smith, Gregory P., *Here Today, Here Tomorrow: Transforming Your Workforce from High-Turnover to High-Retention*, Dearborn Trade Publishing, 2001.

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